




MEMORANDUM

To: Mayor, Mayor Pro Tem and City Council Members

From: Nuria Rivera-Vandermyde, Deputy City Manager 

Date: July 14, 2020

Subject: Final Report and Recommendations on Civil Rights Enforcement – (Resolution 20180628-062)

The purpose of this memo is to provide the final report and recommendations to [Resolution No. 20180628-062](#), which called for the review of possible structures for civil rights enforcement. The final report and recommendations were a cumulative effort of the Human Resources Department and Equity Office, with guidance and leadership from the City Managers Office.

This two-year process included, a comprehensive review of National Best Practices, internal assessment of existing structures and robust stakeholder engagement process that involved City staff, City Council, and community members to develop a model for civil rights enforcement that reflects the values and priorities of Strategic Direction 2023. I want to particularly commend Candice Cooper who served as Project Manager for this project, and whose recommendations, insights and results of numerous listening sessions in the community make up the attached report before you today.

Summary of Recommendations

The final recommendations include measures to centralize, into one entity, all existing public education programs, community service initiatives and enforcement efforts aimed toward preventing and reducing discrimination in Austin. We further recommend that the centralized entity be autonomous, primarily public facing, proactive and solution-oriented in its pursuit to educate and enforce Austin's Civil Rights ordinances.

The attached report will provide the basis for these recommendations by discussing:

- Scope and approach
- Overview of National Best Practices & Trends
- Results of the community input
- Final recommendations

Next Steps

We are committed to establishing the new Office of Civil Rights in FY21 and will pursue the recommendations set forth in this report, including hiring of an executive level position to lead this new office and developing a phased-in approach that will consider the economic challenges that Austin is facing due to COVID-19, while maintaining our commitment to provide quality services to Austin's whole community.

Attachment: Report – Civil Rights Report

cc: Spencer Cronk, City Manager
Executive CMO Leadership Team
Joya Hayes, Human Resources and Civil Service Director
Brion Oaks, Chief Equity Officer
Candice Cooper, Project Manager



July 2020

Civil Rights Report

“A Government that Works for all”



This Page Intentionally left Blank



City of Austin

Civil Rights

Proactive Education and Enforcement

SUBMITTED JULY 2020

TABLE OF CONTENTS

1.0 INTRODUCTION.....	3
1.1 Executive Summary	3
2.0 SCOPE AND APPROACH.....	5
3.0 NATIONAL BEST PRACTICES & TRENDS.....	8
3.1 Structure.....	8
3.2 Authority	9
3.3 Accountability.....	5
4.0 STAKEHOLDER INPUT	6
3.1 Public Workshops	6
3.2 Focus Groups	9
3.3 Surveys.....	10
3.4 Listening Sessions.....	11
5.0 RECOMMENDATIONS.....	13
Structure.....	13
4.1.1 Creation of an independent Civil Rights Entity	13
4.1.2 Staffing and development of a full portfolio of proactive services	13
4.1.3 Investigative and Enforcement Services.....	14
4.1.4 Budget and Staffing	15
4.2 Authority	16
4.2.1 Council Manager Form of Government.....	16
4.2.2 Executive.....	16
4.2.3 Human Rights Commission	17
4.2.4 Self-Initiated Investigations	17
4.2.5 Judicial and Regulatory.....	17
4.2.6 City Programs	18
4.3 Accountability.....	18
4.3.1 Protected Classes	18
4.3.2 Internal Stakeholders	18
4.3.3 External Community Stakeholders	19
APPENDIX 1-FEASIBILITY STUDY.....	20
APPENDIX 2—COMMUNICATION AND AWARENESS SERVICES.....	27
APPENDIX 3 – COMMUNITY ENGAGEMENT PLAN	29
APPENDIX 4—BUDGET AND STAFFING	35
APPENDIX 5- STAKEHOLDER NOTES	39
Section 1. Public Workshops	39
February 19 – Asian American Resource Center	39
February 27 – North Austin YMCA	41
March 4 – Ruiz Public Library	42
March 6 – Turner Roberts Recreation Center.....	44

March 11 – Carver Public Library	47
Section 2. Focus Groups	51
Section 3. Survey	54
Section 4. Sample Correspondence.....	57

1.0 Introduction

Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its community members and where the necessities of life are affordable and accessible to all ([Imagine Austin Vision](#)). Because Austin's greatest asset is its people; we are committed to improving the quality of life of Austin's whole community.

In keeping with the vision of Imagine Austin and the Strategic Outcomes of [Austin Strategic Direction 2023](#), the City of Austin (COA) is committed to [Title 4](#) and [Title 5](#) of City Code, which provide specific civil rights protections for Austin residents and encourages proactive public education and enforcement of non-discriminatory ordinances, also known as laws, throughout the City.

These ordinances/laws have a city-wide impact on residents, businesses and visitors alike as they seek to increase economic opportunity, prevent and reduce discrimination, protect the health and safety of Austin residents.

1.1 Executive Summary

On June 28, 2018, Austin City Council passed [Resolution No. 20180628-062](#), which called for the review of possible structures for civil rights enforcement. In response, City of Austin (COA) Staff, consulted with the Government Alliance on Race and Equity (GARE) to conduct an environmental scan to document how jurisdictions across the country are structured to accomplish civil rights enforcement. On August 19, 2019, COA staff provided an update and submitted results of the [GARE report](#).

The environmental scan included studying 60 jurisdictions nation-wide. The data within the GARE report, provided the catalyst for City staff to conduct a comprehensive assessment into the practicality of combining Civil Rights initiatives under a centralized independent entity. The methodology used for the comprehensive assessment was a feasibility study¹ that included interviews with industry subject matter experts and stakeholders, review of benchmark assessment(s), annual reports and additional online research. The preliminary [results of the assessment](#) were presented at the City Council work session held on January 21, 2020.

There are no known National guidelines for how Civil Rights entities are structured, City Staff used the GARE report and the preliminary results of the comprehensive assessment to forward recommendations on what Staff presented as National Best Practices and Industry Trends while also evaluating the current COA Civil Rights efforts. The recommendations included the consolidation of public education programs and ordinances that aim to prevent and reduce discrimination into a centralized public facing Civil Rights entity. Consolidation provides opportunities to create synergy, enhance public engagement opportunities, shift toward a proactive approach to Civil Rights Enforcement, and better align existing resources.

From February through March 2020, COA staff conducted a robust stakeholder engagement process that involved input from City Council, City staff, organizational partners ²and community

¹ The Feasibility study can be viewed in Appendix 1.

² The full list of Organizational partners can be viewed in 4.0 Stakeholder Input in Table A: Stakeholder Participation.

members. Stakeholders provided quality feedback on the ideal structure for civil rights education and enforcement that reflects the values and priorities of Strategic Direction 2023.

Based on our comprehensive review in its totality, we recommend the following:

1. The COA centralizes, into one entity (department or office), all existing public education programs, community service initiatives and enforcement efforts aimed toward preventing and reducing discrimination in Austin.
2. The centralized entity be aligned within the strategic outcome of “a government that works for all”, primarily public facing, proactive and solution-oriented by providing education and enforcement services on Austin’s Civil Rights ordinances.
3. The individual leading this department would be at a director level.
4. The entity is *accountable* to members of protected classes, stakeholder groups, and communities most impacted by potential systemic discrimination.

This report will provide the basis for these recommendations by discussing:

- The scope and approach,
- An overview of National Best Practices & Trends,
- The results of the stakeholder input and
- Final recommendations.

2.0 Scope and Approach

On June 28, 2018, Austin City Council directed the City Manager to review cities of comparable size that have passed similar proactive civil rights and labor laws and compare them to the City of Austin's current organization. In addition, to determining how the City can most effectively enforce and educate residents about Civil Rights laws. City staff conducted a multifaceted approach to address Council's directive.

Our approach includes an environmental scan (GARE Report), comprehensive assessment (Feasibility Study), request for communication and awareness services and stakeholder engagement process.

Environmental Scan

The scan (GARE Report) reviewed 60 jurisdictions nation-wide and focused on three main areas of inquiry to better understand the strengths, challenges, and opportunities for civil rights work within governmental contexts. Areas of inquiry included:

- 1) **Structure**: What is the structure of civil rights enforcement bodies? How does the form of government impact the work of these entities and the ability of jurisdictions to carry out compliance, enforcement, and prevention?
- 2) **Accountability**: What is the relationship between the civil rights entity and to whom are they accountable? What institutional accountability mechanisms exist and how are entities held accountable to communities of color and those most impacted by discrimination?
- 3) **Authority**: What judicial powers do civil rights enforcement agencies hold and who holds authority over investigations? Who has the authority to hire and fire leaders? Who determines budget, work priorities, final review of reports and publications? Who makes final rulings on appeals?

In addition to a thorough view of the findings within the environmental scan (GARE Report), City staff conducted interviews with industry subject matter experts and key stakeholders and reviewed additional online research, annual and benchmark reports to name a few, *see appendix 1: Feasibility Study*.

Comprehensive Assessment

In October 2019, the City of Austin conducted a comprehensive study using the methodology of a feasibility study³. The purpose of the study was to assess the practicality of creating a centralized entity to educate and enforce Civil Rights programs and ordinances/laws. The feasibility study consisted of the following seven components.

- 1) **Preliminary Analysis**: The preliminary analysis component involved a comprehensive review of the GARE report which included several interviews/meetings with industry subject matter experts. Staff also determined best practices from benchmark cities; examined the current internal City of Austin (COA) structure for Civil Rights programs and ordinances; interviewed key COA personnel; identified internal and external stakeholders.

³ The feasibility study was conducted by COA staff beginning in October 2019 through March 2020. The overview of the study, which includes benchmark report(s) and other research materials, can be viewed in appendix 1.

- 2) **Income Statement:** During this process, staff reviewed and analyzed potential sources of funding.
- 3) **Community Engagement & Data Collection:** Staff conducted a deep-dive analysis of data and reviewed National, State-wide and local trends regarding Civil Rights efforts. This process included key stakeholder interviews, workshops and focus groups. Staff also used surveys to gain input.
- 4) **Organization & Structure:** The Staff developed a potential organizational structure for Civil Rights programs and ordinances, identified staffing and resources needs and evaluated customer accessibility, process and services offered.
- 5) **Opening Day, Balance Sheet:** We determined start-up expenses, budget and revenue. Reviewed return on investment based on intended outcome and existing contracts.
- 6) **Review and Analyze all data:** During this process, Staff compiled all data collected from the stakeholder engagement process and discussed key draft findings with key stakeholders, workshop facilitator and City of Austin personnel.
- 7) **Final Report:** This document contains the final report, due to Austin City Council in April 2020. *Due to the City, State and National response to the Global Pandemic, Covid-19, the report was submitted in June 2020.*

Communication and Awareness Services

City Staff conducted a procurement process in January 2020, to hire a third-party contractor to perform a data-driven, solution-based Communication and Awareness campaign. The purpose of initiating this process prior to the release of this report is to *identify* audiences within our community that are not aware of the non-discriminatory ordinances, *inform* the Austin community about current Civil Rights laws and programs and *increase* public awareness and participation of programs and efforts in place to reduce discrimination.

The contract for the third-party services ⁴was secured in May 2020 and services will began September 1, 2020. Services will include but are not limited to:

- Target Audience Research and Assessment
- Video Campaign
- Social Media Advertising Campaign
- Google Adwords Campaign

Stakeholder Engagement

City staff, with guidance from key stakeholders⁵, developed a Stakeholder Engagement Plan⁶. The plan included a robust stakeholder engagement process that involved City Council, City staff, key stakeholders and the general public. The goal of the engagement process was to develop a model for civil rights enforcement that reflects the values and priorities of Strategic Direction 2023. The Civil Rights engagement process considered our current civil rights related initiatives and an inventory of the varying Civil Rights Office structures, levels of authority, and accountability mechanisms provided by the GARE report, in order to gain feedback on what office structure works ideally for the City of Austin.

⁴ The third-party contract can be viewed in Appendix 2-Communication and Awareness Services.

⁵ Key Stakeholders included: Office of Council Member Greg Casar (District 4), Austin Chapter NAACP, AFSCME Local 1624, Austin Revitalization Authority, Austin Justice Coalition, ADISA Communications, Austin Area Urban League, City of Austin Communications and Public Information Office, Equal Employment and Fair Housing Office, and African-American Resource Advisory Commission.

⁶ The stakeholder engagement plan can be viewed in Appendix 3.

The Stakeholder Engagement plan was executed in January 2020. The input collected concluded on March 18, 2020. Details of the stakeholder engagement plan can be viewed in Appendix 3-Community Engagement Plan.

Input was received from external and internal stakeholders also referred to as COA organizational partners⁷. City staff utilized the [principles of public participation](#) as trained and certified through the International Association of Public Participation. Results of the stakeholder input collected can be viewed in 4.0 Stakeholder Input.

⁷ The full list of Organizational partners can be viewed in 4.0 Stakeholder Input in Table A: Stakeholder Participation.

3.0 National Best Practices & Trends

3.1 Structure

While there are no known National guidelines for how Civil Rights entities are structured, City Staff used the environmental scan (GARE report) and a comprehensive assessment (Feasibility Study) to develop National Best Practices and Industry Trends. After studying the structure(s) of more than 60 jurisdictions, interviewing industry subject matter experts and examining peer cities, annual reports and benchmark assessment(s) it was evident, no jurisdiction was the same. In reviewing the strengths and weaknesses, the below provides National best practices and trends for a structure based on overall effectiveness and successful outcomes.

- Civil Rights laws are more efficiently enforced by a stand-alone entity, i.e. Office or Department.
- The stand-alone entity report to a high-level City Executive.
- Enforcement areas within the entity include: Housing, Employment, Public Accommodations and Local Ordinances adopted by City Council.
- The Intake, Investigation, Conflict Resolution and/or Mediation processes are conducted independently of each other.
- The Director and/or Human Rights Commission holds quasi-judicial powers that includes conducting public hearings and processing appeals.
- Civil Rights entities have shifted toward proactive public education and community engagement efforts that include referrals, resources and training. Industry experts expressed that this trend has proven to be critical in preventing and reducing discrimination and obtaining compliance of Civil Rights laws.
- Industry experts further suggest that proactive enforcement includes a major emphasis on partnering with civil rights leaders, social justice entities and community organizations.
- The budget is typically based on investigator per City population ratio and varies for each jurisdiction. *See budget and staffing in Appendix 3, per the GARE report, national environmental scan.*
- Strengths of establishing a stand-alone Civil Rights entity include the city's (or cities') ability to:
 - Enhance and leverage external partnerships.
 - Flexibility to focus on discrete and specific areas within the community.
 - Improve collaboration with other agencies and community partners to develop solutions.
 - Achieve positive outcomes to complex and high profile issues.

3.2 Authority

The City of Austin is a Council-Manager form of government. Civil Rights entities, of Council-Manager forms of government have the authority to:

- Enforce Federal, State and Local Civil Rights Laws.
- Promulgate policies necessary to enforce Civil Rights Ordinances.
- Maintain Jurisdiction over EEOC policy, Fair Housing/Affordable Housing Policy.
- Administer Contract Compliance, Disability Rights, and Affirmative Action plans.
- Advise City Council and City Executives.

Director and Human Rights Commission Authority

- The Civil Rights Director carries out the authorities of the Civil Rights entity, *stated above*.
- The Civil Rights Director reports to a High-Level City Executive, i.e. City Manager or Deputy City Manager.
- The Human Rights Commission is appointed by Mayor and Council.
- The Commission is a sovereign body that:
 - Holds subpoena power.
 - Has Investigative power.
 - Holds public hearings.
 - Serves as an advisory body to Mayor, Council, Civil Rights Department and agencies. (Noted: the City Council can overrule or disregard Commission recommendations)
- The Department Director or Human Rights Commission may conduct Self-initiated investigations.

Judicial Authority

The Law Department plays an advisory role to Civil Rights entity. Authorities of the Law Department include:

- Assist with Drafting Policy.
- Finalize Legislation.
- Offers Legal guidance and support.

3.3 Accountability

Accountability is the most critical component to the success of a Civil Rights entity. Civil Rights entities are accountable to:

- Members of protected classes.
- Stakeholder Groups.
- Communities of Colors.
- Individuals most impacted by potential systematic discrimination.

Municipalities obtain and maintain **External (community members, grassroots and other non-profit organizations)** accountability by:

- Appointing a Human Rights Commission that represents the whole community.
- Hiring a diverse group of individuals with extensive knowledge of Civil Rights laws and the ability to connect with the community.
- Establishing a dedicated Community Relations Division that offers Community services.

Type of Services	Service Delivery (examples)
Outreach	Awareness Campaigns, Marketing, Community Visibility
Education	Community Conversations, Fairs, Presentations
Conflict Resolution	Mediation, Restorative Methods, Solution-based discussions
Training	Know your Rights, Certifications,
Ombudsman	Resource and Referral Center, Dedicated Intake Process, Partner with advocacy programs. <i>For efficiency, the ombudsman could also, oversee the conflict resolution processes.</i>

This table provides the types of community services that could be offered by Civil Rights Entities.

Civil Rights entities are also accountable to the Mayor/Council, City Executives, Department Directors and City Employees.

Municipalities establish **Internal** (City Executives, Department Directors and City Employees) accountable by:

- Providing annual reporting measures.
- Reviewing policies, procedures, and practices that may result in an unintentional discriminatory outcome.
- Creating a process for City Employees alleging discrimination.
- Partner on and provide proactive services that include: outreach, education, training, conflict resolution and resource/referrals.

4.0 Stakeholder Input

The City of Austin (COA) conducted a multifaceted approach to obtain stakeholder input. Input was received from external and internal stakeholders also referred to as COA organizational partners. City staff utilized the [principles of public participation](#) as trained and certified through the International Association of Public Participation. Public participation efforts yielded the following results based on numbers and organizational partners represented, as depicted in the table below.

Communication Methods Used	# Conducted	# of Participants
Public Workshops	5	61
Focus Groups	2	15
Surveys	3	145
Listening Sessions i.e. interviews, briefings, meetings.	14	73
Written Correspondence	14	14
Organizational Partners providing input: AFSCME Local 1624, Austin Branch NAACP, LULAC, allgo, African American Resource Advisory Commission, Austin Revitalization Authority, Austin Justice Coalition, Austin Area Urban League, Black Chamber of Commerce, Austin Tenants Council, Minority Media Representatives, Building Bridges, ADISA Communications, Colony Park Neighborhood Associations, Civil Rights and Employment Law Attorneys in private practices, BIG Austin, Reentry Community, Council Member Greg Casar's Office, Council Member Kathie Tovo's Office, COA Law Department, Equal Employment and Fair Housing Office, City Managers Office, Equity Office, Human Resources Department, Communications and Public Information, Austin Code Department, Customers of Equal Employment and Fair Housing Office, Texas Workforce Commission, Civil Rights industry leaders and Subject Matter Experts, GARE Staff & Affiliates.		

Table A: Stakeholder participation

3.1 Public Workshops

The City of Austin, conducted 5 public workshops. Each workshop was facilitated by Micheal McMillion, with the McMillion Group and was attended by subject matter experts from the Human Resources Department (HRD), Equal Employment and Fair Housing Office (EEFHO) and the Civil Rights Project Manager.

Workshops were held at 6pm on the following dates and locations:

- Weds, Feb. 19 – Asian American Resource Center, 8401 Cameron Rd.
- Thurs. Feb. 27 – North Austin YMCA, 1000 W Rundberg Ln.
- Weds. March 4 – Ruiz Branch – Austin Public Library, 1600 Grove Blvd.
- Fri. March 6 – Turner Roberts Rec Center, 7201 Colony Loop Dr.
- Weds. March 11 – Carver Library, 1161 Angelina St.

At each workshop, attendees were informed of the 2018 Resolution passed by council, given an overview of the current structure, and provided the educational approach and enforcement efforts of existing Civil Rights Ordinances. We obtained feedback regarding the ideal structure for Austin. Attendees included City employees, members of the general public and representatives from organizational partners, listed in the Table A: Stakeholder participation above.

The following table provides an overview of the feedback obtained in the areas of: Community Outreach, Training, Resources/Referrals, Intake, Investigation, and Enforcement. The detailed feedback from each workshop can be found in Appendix 5—Stakeholder Notes.

Workshop Location	Community Outreach	Training	Resources/ Referrals	Intake	Investigation	Enforcement
Asian American Resource Center	-Lack of awareness of the EEOC Division -Proactive Engagement needs to occur -The City is not accessible	-Include trainings on how to get a trade -Partner with Community leaders on how to lead training	-Provide grant programs and opportunities for grants	-A fear or barrier may exist with people coming to the office -People don't want to come downtown -Make the intake process easier -use satellite offices	-Include translation services -Non bias third-party investigations of COA staff should be heard by a third-party and the findings should be shared with the Civil Rights Director and City Manager	N/A General Feedback: move out of HRD and responsible to the City Manager.
North Austin YMCA	-Mailings -Involve Faith-Based Communities -Create partnerships -Networking, build relationships, make it simple	-Work with Chambers to educate them on the ordinances	-Provide names and numbers or organizations that can assist -Focus on major Civil Rights issues and provide resources to address them -Utilize Austin 3-1-1	-One-on-one, make it personal -Focus on customer service -Focus on the underserved, without a voice -Ensure that all people are being treated the same regardless of race -Meet people where they are	-Staff wearing too many hats -Rape kits example (how is the City processes being reviewed to prevent negative impacts on protected classes, does someone review COA polices)	-N/A General feedback: If it's too much info. People shut down. White males are being treated better than others. Additional staff is needed: Mediator, marketing, admn, community engagement, and investigator.
Ruiz Branch	-Staffing needs to be made for the Civil Rights Office -Create opportunities for the public -Canvass communities and neighborhoods -Communications should be well promoted through varies media platforms	-At least one staff person for training if not more -This needs to be separate from intake and outreach -Know your rights -Cultural biases	-At least one person for resources and referrals -Could be combined with intake	-Should be its on unit -Intake personnel should direct them to where they need to go -People want to know that the process is fair and that there is proper oversight over discrimination and sexual harassment occurring in the workplace.	-There should be a process for COA employees to resolve discrimination, harassment, and retaliation without having to file a complaint with EEOC. -The process should be made available for staff to resolve workplace complaints and issues.	-Bad actors/those that violate policy should be held accountable -Consequences need to occur for supervisors and managers that misuse or apply the policy inconsistently -Create an quality review staff to enforce General Feedback: see paragraph following this table.
Turner Roberts Rec Center	-Add outreach first -Qualified staff -Diversify outreach -There should be boots on the ground -Community's in	-People learn in different ways -Training should happen with consultants and contractors	-Partnerships are important -Don't tell me where I need to go, take me there -Be sure the community can trust the	-Be people persons -Be engaging -You must be able to find out what's wrong with that person -Knowledgeable	-Must be trusted -Investigators must be culturally trained -Must have an advocate in the meeting with	-Must have the authority to enforce the ordinances -Must have teeth in ordinances -Severe consequences for business that

	East Austin feel disenfranchised -There needs to be more communication about the results of the program	with the skillset -Don't call it training -Inform and educate don't train	resource providers -Don't send people around all over the place -People give up		them -Avoid bringing investigators into the office without subpoena power	violate Civil Rights laws -Must be data-driven -Oversee contracts to ensure there is not systemic problems
Carver Library	-Robust Office -Door-to-door -Partnerships are critical -Use Restorative methods -All employees should have outreach materials -The community wants to know about the programs and ordinance	-The community must be educated on the laws -Culture change in the City of Austin -Put money behind training staff -Collaborate with community organizations for training	-Resources and referrals can be made available through grants -Provide a one-stop-shop -Partner with organizations -Bring blacks back to east Austin with affordable housing	-Several Offices available for intake -Intake needs to happen in the community -People Person -Multi-Language -Empathetic -Educated on ordinances - Understand investigation -Don't read a script -Understand EEO Laws	-Provide monetary assistance -Active in the Community -GO to the Community -Field Investigations -Educated in the specific field -Field investigations -Well-trained	-We want results -Create laws to give the proper authority -Amend laws/ordinances -Tax Relief -Add transportation to title 7 -Community Driven -Sounds like there is no enforcement

General Feedback and Observations

There was a general sentiment at 3 (*Ruiz Library, Turner Roberts Rec Center and Carver Library*) of the 5 workshops that attendees felt disrespected, unheard, and unaware of Civil Rights ordinances, anxious, fearful and an overwhelming lack of trust of City of Austin Elected Officials and Leadership. Attendees that included community members and City employees (most were members of AFSCME Local 1624), both expressed these emotions. The emotions were the overtone for the meetings, especially at Ruiz and Carver Library were attendees raised their voices, used profanity and shed tears to express their pain, anger and frustration. The full displays of raw and authentic emotions are difficult to capture within this report.

General feedback can be summarized as:

- City employees, most of whom were members AFSCME Local 1624, indicated that the City of Austin has an internal culture of fear and retaliation when it comes to City employee's complaints of harassment and/or discrimination. Attendee's expressed their perception that Managers partner with Department Human Resources staff during workplace conflicts.
- Community members believed that the City of Austin perpetuates discriminatory practices against communities of color, specifically African Americans and Latinos. The perception is that City Leaders created gentrification and used Code Next to push African-Americans out of East Austin.
- The City employees and members of the community believe that the talk of a creation of a Civil Rights entity is nothing more than a political stunt or just more talk, to make it appear that the City wants to help the disenfranchised communities but in reality nothing will be done.
- Workshop attendees also discussed the lack of awareness of the current City of Austin ordinances that exist to help prevent and reduce discrimination.
- Members of AFSCME Local 1624, expressed confusion at to why the current EEFHO team was a small Division within the Human Resources Department. They perceived it

as a conflict of interest and, noted that the ordinances should not be enforced within the Human Resources Department. This same sentiment was shared during a one-on-one session with the Executive Director of AFSCME Local 1624.

- To help garner trust and foster results, an Attorney/Judge that attended the Turner/Roberts Rec Center suggested the following:
 - Amend the ordinances to provide severe consequences for violators.
 - Offer monetary compensation for complainants with valid/substantiated violations.
 - Provide the Civil Rights Entity with the proper authority to enforce the law.
 - Litigate cases in a Court of Law.
 - Review and change City and business policies that have a desperate impact or discriminates on protected classes.
 - Provide oversight and guidance to City Leadership on programs, policies, procedures or practices that work in and with communities of color.

3.2 Focus Groups

In addition to the above Workshops, City staff also conducted 2 focus groups to obtain feedback.

On January 22, 2020, the Civil Rights Project Manager met with representatives from the following organizations: Austin Revitalization Authority, Austin Justice Coalition, Black Chamber of Commerce, Austin Area Urban League, City of Austin African American Resource Advisory Commission, Adisa Communications Firm, Community Organizers and Education Advocates.

The group was informed about the 2018 Resolution, made aware of how the City currently educates and enforces Civil Rights Laws and provided a synopsis on how Civil Rights entities are structured in other jurisdictions. When asked what they would like to see within a centralized Civil Rights Entity, the following input was provided:

- Provide outcome-based Performance measures
 - Focus on how discriminatory practices impact people
 - Community accountability is critical.
- Focus on Healing, *i.e.* Restorative Justice
- Offer Mediation and Conciliation Services (Conflict Resolution)
- Provide Resources and Referral services
- Systemic issues take years of planning
- Budget: look long-term. This may take creating a 10-20 year plan.
- Must be properly staff with qualified, community-focused staff
- Prioritize the ordinances based on protected classes
- Utilize data
- Community accessibility is important.
- The community is not interested in creating another office just for the City to say we have one. Resources and leadership support must be provided.
- Community leaders want to see real results
- Must reach the people where they are, not just thorough surveys,
- Present at communities such as Colony Park and others within the east Austin corridor

On March 10, 2020, City staff conducted a focus group with allgo. allgo's mission is to celebrate and nurture vibrant queer people of color communities in Texas and beyond. allgo does this through cultural arts, wellness, and social justice programming by: supporting artists and artistic

expression within our diverse communities; promoting health within a wellness model; and mobilizing and building coalitions among groups marginalized by race/ethnicity, gender/gender identity, sexual orientation/sexual identity in order to enact change.

The focus group with allgo was facilitated by Micheal McMillion of The McMillion Group and attended by subject matter experts from the Human Resources Department (HRD), EEFHO and the Civil Rights Project Manager.

The following provides a general summary of feedback obtained. The detailed feedback form the focus group can be found in Appendix 5—Community Input, Section 2-Focus Group Notes.

- Members of allgo expressed a distrust and fear of City staff.
- The group criticized City staff and facilitators lack of knowledge and understanding of how to connect with diverse stakeholders within the LGBTQ community, specifically with pronoun usage.
- There must be a cultural shift within the City.
- The City must change its approach to hiring and training staff in order to recruit and retain experienced employees that know how to connect with Austin's whole community.
- Attendees suggested that City staff start with customer service training and how to communicate with members of the LGBTQ community (for example, the use of pronouns).
- Expressed a lack of awareness that the City currently had Civil Rights Ordinances that protected members of protected classes, i.e. surprised to hear of the HIV/AIDS ordinances, even though the allgo organization provides HIV/AIDS advocacy and resources.
- They highly recommended that the Civil Rights Entity lead with race and performs a social justice analysis for Austin.
- Expressed the need for partnerships and the use of restorative methods to resolve conflict.
- The group recommended that the Civil Rights Entity be held accountable and transparent to the community by creating and maintaining positive working relationships with community partners, listening to the communities needs, treating everyone fairly, using less jargon, removing bureaucratic barriers, meeting people where they are and by being accessible and providing enough resources for the Civil Rights Entity to be effective.

3.3 Surveys

The City of Austin conducted 3 separate surveys. Survey groups included: (1) Mayor and Council; (2) Key stakeholders and the general public; (3) Customers of the Equal Employment and Fair Housing Division Staff. Surveys were disseminated via email and made available on Speak-Up Austin over a month long period.

City staff acquired more than 800 email addresses to ensure that non-profit organizations, Civil Rights entities, community leaders, advocates of protected classes were among the groups that received a survey.

The official survey reports may be reviewed in Appendix—5 Stakeholder Notes, Section 3. Survey Results. A summary of the results indicated the following:

1. Mayor and Council Survey
 - a. Of the 6 members of Council that completed the survey, 67% support the creation of a Centralized entity for Civil Rights within the City of Austin's structure. 33% indicated that they were unsure and would need additional information before making a decision.
 - b. 100% of the respondents agreed that Employment, Housing, Public Accommodations and Fair Chance Hiring should be enforced by a Civil Rights entity.
 - c. 100% of the respondents agreed that mediation services and training should be offered. While 67% agreed that Education, Outreach, Resources, Referral, Investigations and Enforcement services should be made available as well.
 - d. 67% of the respondents agreed with the Civil Rights entity being given subpoena power, Investigative power and the ability to hold public hearings. 33% believed that Civil Rights Entity should be a sovereign body that acts as an advisory to Council and City leadership.

2. Key Stakeholder and General Public Survey
 - a. Of the 136 respondents, nearly all identified as a renter or homeowner in Austin.
 - b. 54% indicated that they had been a witness to or victim of what they believe to be a discriminatory action. 10% were unsure if they had experienced discrimination.
 - c. In order of priority, the respondents were interested in the Civil Rights Entity's education and enforcement services be geared toward:
 - i. Housing—72%
 - ii. Employment—65%
 - iii. Fair Chance Hiring—59%
 - iv. Immigration—54%
 - v. Public Accommodation—50%
 - vi. Veteran Services—41%
 - vii. Contract Compliance—41%
 - d. Survey respondents supported education and outreach services, resources, co-enforcement and training as proactive initiatives. Mediation and investigation services were supported as possible reactive methods.
 - e. 62% of the respondents identify as a protected class, 53% believed that their rights have been violated. 16% were unsure if their rights have ever been violated.

3. EEFHO Customer Survey
 - a. Of the 4 customers that completed the survey, 2 filed a discrimination complaint and 2 visited the office to obtain information.
 - b. Both of the discrimination complaints were housing complaints.
 - c. All cases were investigated and the matters are now closed.
 - d. In both cases, mediation occurred and each complainant was extremely satisfied with their outcome.

3.4 Listening Sessions

The Civil Rights Project Manager, conducted 14 listening sessions provided presentations and responded to numerous inquiries between October 2019 and March 2020. These touch-points included representatives of AFSCME Local 1624, The Austin Chapter NAACP, State of Texas Civil Rights Office, various City Council Members' offices, various City Commissions, GARE

staff, and various staff within the COA including the Law Department, EEFHO staff, Human Resources, Equity Office, and the City Manager's Office.

Feedback received from these groups, assisted in developing the scope and approach for the project plan. These groups assisted with being a champion for the project by offering guidance, buy-in and feedback throughout this process.

5.0 Recommendations

Based on the totality of the stakeholder feedback from the general public and organizational partners, research conducted, environmental scan (GARE Report), and comprehensive assessment (Feasibility Study) that included a review benchmark cities, annual reports and a plethora of research results, the City of Austin is forwarding the following recommendations.

Important Disclaimer: The Civil Rights Executive shall thoroughly consider and review these recommendations for immediate implementation. The newly established Civil Rights Entity must continue to work with internal and external stakeholders when implementing each recommendation. Each recommendation must be phased-in overtime and include where appropriate a stakeholder engagement process as well as legal review to ensure we are compliant with local and state requirements. The phased-in approach must begin with the creation of the structure in October 2020. As each recommendation is implemented, the Civil Rights Entity leadership team, along with internal and external stakeholders, must evaluate that the recommendation is reaching the desired goals and outcomes as established by Imagine Austin and Strategic Direction 2023.

Structure

4.1.1 Creation of an independent Civil Rights Entity

- Centralize all existing educational and outreach programs that were created to prevent and reduce discrimination into an independent entity.
- Centralize all existing Federal Statutes, State Laws and City Ordinances that the City of Austin has jurisdiction to enforce that were developed to prevent and reduce discrimination into an independent entity.
- The independent Civil Rights Entity should be an Office or Department aligned with the Strategic Outcome A Government that Works for All within Strategic Direction 2023.
- The independent Civil Rights Entity should report to the Deputy City Manager or similar high-level Executive in CMO.
- The independent Civil Rights Entity should have a Director or Officer.
- Transfer all existing staff within the City of Austin that is responsible for education and enforcement of Civil Rights ordinances to create the personnel for the Civil Rights Entity.

4.1.2 Staffing and development of a full portfolio of proactive services

- Provide sufficient staff to conduct proactive community outreach, engagement and education services, resources and referral services, training, facilitation, mediation, conciliation, intake process and conflict resolution services.
- Staff should be diverse, reflect members of underrepresented communities and be knowledgeable of solution-oriented strategies aimed toward reducing discrimination.
- Community collaboration and partnerships must be established to gain input and execute proactive engagement, education and training services.
- Staff must be specialized in their areas of expertise and structured in way to achieve optimal success based on performance-based outcomes.

- Members of the community and City staff should be able to access the proactive services and resolution options for workplace conflicts offered within the Civil Rights entity.
- The purpose of proactive services is to maintain and achieve voluntary compliance in non-discriminatory ordinances, in addition to resolving conflict that alleges discrimination, harassment or retaliation based on a persons race, color, religion, sex, handicap or disability, familial status, national origin, marital status, creed, student status, sexual orientation, gender identity, age or source of income.
- The independent Civil Rights entity should provide City programs and/or partner to provide resources for the following City Initiatives: Veteran Affairs, Immigration Services, Disabilities Services, Quality of Life Initiatives and Right to Return to Work.

4.1.3 Investigative and Enforcement Services

- Investigative and enforcement staff must be knowledgeable of applicable Federal statutes, State Laws and City Ordinances.
- Investigations must be objective, substantive and thorough.
- Investigations methods must be documented and allow for the collection of information and will occur on-site and/or in the field as deemed necessary.
- Results of investigations must be tracked and made available for reporting purposes.
- The Civil Rights entity executive within one fiscal year, recommend if the City should continue to investigate equal employment and fair housing complaints on behalf of federal government or state of Texas.
- The Civil Rights entity shall develop a plan for co-enforcement⁸ within 1 year. The co-enforcement plan should include feedback from key stakeholders and must be completed based on research, guidance and lessons learned for other jurisdictions.
- The Civil Rights entity shall enforce the following but not limited too:
 - a. Federal Statutes:
 - Title VII of the Civil Rights Act of 1964, as amended
 - Title VIII of the Civil Rights Act of 1968, as amended;
 - Americans with Disabilities Act of 1990 (ADA); and
 - Age Discrimination in Employment Act of 1967 (ADEA).
 - EE/FHO is also empowered to take charges under the Equal Pay Act of 1963 (EPA). The EPA charges are forwarded to EEOC for actual investigation and resolution.
 - b. City Ordinances:
 - Earned Sick Time
 - Discrimination in Employment
 - Fair Chance Hiring
 - Housing Discrimination, including Renter Protection ordinances
 - Public Accommodations
 - HIV/AIDS

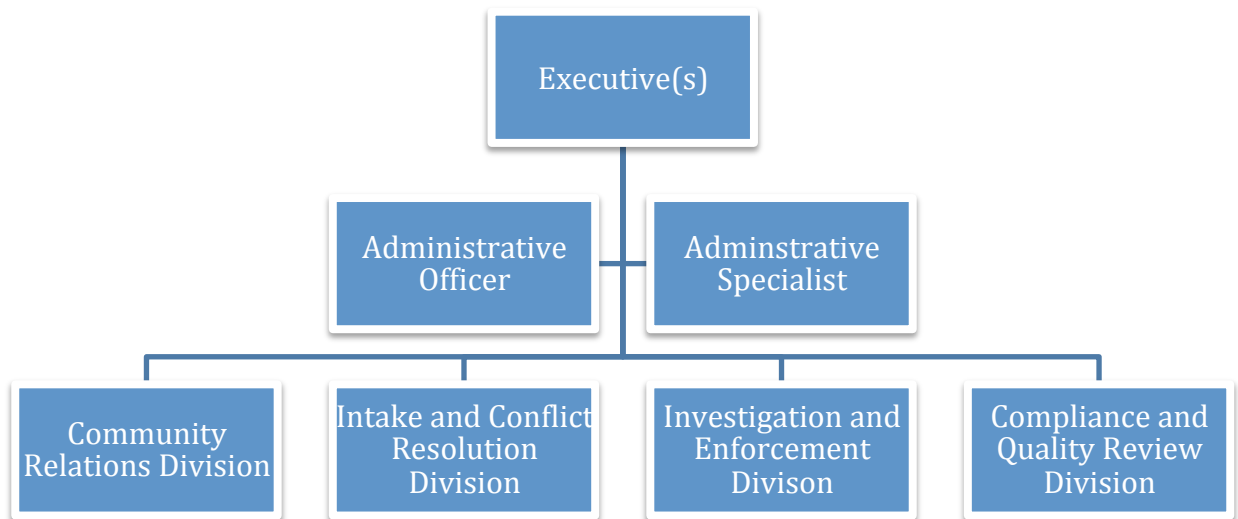
⁸ Co-Enforcement allows for the Civil Rights Entity to collaborate with nonprofit and Civil Rights/Social Justice organizations to help educate and enforce non-discriminatory ordinances.

- Discrimination in Employment by City Contractors
 - Federal Financial Assistance
 - Rest Break
 - Gender Neutral Bathrooms
 - Future ordinances that align with the purpose and mission of the new Civil Rights Entity
- The Civil Rights Entity shall partner with the COA Law Department and any other impacted entity with a vested interest within 1 year to review any additional non-discriminatory laws/ordinances that should be enforced within its purview.

4.1.4 Budget and Staffing

- The Civil Rights Entity must provide a 5-year phased in approach to budget and staffing by consulting with the Human Resources Department, Budget Office and City Managers Office.
- Year 1 will include existing City of Austin staff that is currently responsible for education and enforcement services of the Civil Rights programs and Ordinances stated above.
- The City Manager and/or Deputy City Manager shall reassign internal staff to provide leadership and Direction in the creation of the independent entity.
- The Civil Rights Entity leadership staff shall conduct an internal staff assessment, realign to meet goals and create a strategic plan for the independent entity that is aligned with Strategic Direction 2023, National Best Practices and the Stakeholder input within this report.
- The year 1 budget shall be created based on the existing internal staff that is reassigned to the independent entity.
- Budget and staffing must be reflective of the documented request for services.
- Staff must be qualified in their area of expertise and reflect the diversity within protected classes.

Proposed Divisions within the Organizational Structure.



4.2 Authority

4.2.1 Council Manager Form of Government

- The COA Civil Rights Entity within a Council Manager form of Government shall have the authority:
 - To promulgate polices necessary to enforce civil rights ordinances.
 - Provide guidance and partner with City Executive Leadership on policy decisions related to: Employment, Fair/Affordable Housing, Workforce Equity, and Human Resources
 - Review City of Austin programs and/or ordinances that relate to contract compliance, disability rights, veteran rights, and immigration rights and/or affirmative action plans.
 - Advise Council and City of Austin Executives in addition to providing assistance to all parts of the City organization.

4.2.2 Executive

- The Civil Rights Executive should be a Director or Officer level or executive level equivalent.
- The City Manager or designee shall have the authority to appoint the Executive or select based on a competitive Executive recruitment utilizing our current master agreement.
- The Executive shall report to the Deputy City Manager or similar high-level Executive, an align the work under the strategic outcome A Government that Works for All.
- The Executive shall:
 - Conduct self-initiated investigations.
 - Have investigative power.
 - Have Subpoena power⁹.

⁹ If subpoena power cannot be executed within COA administrative authority, the City must exhaust all possible alternatives and/or methods to compel individuals to appear and/or participate in the investigative and enforcement process, up to and including any administrative hearings.

- Review and make decisions on appeals of investigation.
 - Act as the staff liaison for the Human Rights Commission.
- The Executive will provide leadership and guidance to Civil Rights Entity staff.
- The Executive shall be responsible for the full range of management duties of the Civil Rights Entity staff that includes: recruitment, hiring, performance evaluation, and discipline.
- The Executive shall create and provide reporting requirements annually and as requested.

4.2.3 Human Rights Commission

- The Human Rights Commission¹⁰ (Commission) shall be approved and appointed by the Austin City Council.
- The Human Rights Commission shall consider conducting annual work planning sessions and training for each member of the Commission.
- The Human Rights Commission should explore reviewing, updating and revising current by-laws, including what their current and future role is vis-à-vis:
 - Holding subpoena power, *refer to footnote 9*.
 - Having Investigative power.
 - Holding Public Hearings.
 - Hearing Appeals of investigations.
 - Serving as an advisory board to Council, Civil Rights Entity, COA Departments and external agencies within the City of Austin.
- It is suggested that the Commission Members should be composed of members who as nearly as possible are representative of the several social, economic, religious, cultural, ethnic, and racial groups, which comprise the population of the City.

4.2.4 Self-Initiated Investigations

- The Executive shall have the authority to launch self-initiated investigations and/or respond to complaints.
- The Human Rights Commission shall be empowered to request the launch of self-Initiated Investigations to the Civil Rights Entity.
- The Executive shall within 1 year, develop a process for Self-Initiated Investigations.
- The self-investigations must look into systemic behavior or suspected patterns of violations, both of private parties as well as internally.
- All final reports on self-initiated investigations, must be sent to, the Human Rights Commission and City Manager and/or Deputy City Manager.

4.2.5 Judicial and Regulatory

- The City of Austin Law Department shall play an advisory role to the Civil Rights Entity.
- The Law Department's responsibilities should include, but are not limited to:
 - Drafting policy.
 - Finalizing legislation.
 - Offering legal guidance and support.
 - Litigating cases on behalf of the Civil Rights Entity.
- The Law Department may veto the issuance of a subpoena or an alternative method used to compel individuals to appear and/or participate in an investigative/enforcement

¹⁰ Any and all recommendations in this report regarding the Human Rights Commission must be explored further with input from the current members of the Commission.

process, if such an issuance would be an abuse of the Human Rights Commission or the Civil Rights Entity power.

- The City of Austin's Intergovernmental Relations Office shall play an advisory role to the Civil Rights Entity.
- The Civil Rights Entity shall partner with the Intergovernmental Relations Office on any and all legislative initiatives related to civil rights laws and vice versa.
- Within 1 year, the Civil Rights Executive shall work with the Law Department to:
 - Amend necessary ordinances to provide stricter enforcement¹¹.
 - Determine regulatory powers of the Civil Rights Entity.
 - Add veterans as a protected class.
 - Develop a process of how each entity will work together.

4.2.6 City Programs

- The Executive shall work with City leadership to determine what existing City programs are better aligned with the Civil Rights Entity.
- The programs within the Civil Rights Entity shall be geared toward preventing or reducing discrimination.

4.3 Accountability

4.3.1 Protected Classes

- The Civil Rights Entity shall be held accountable to:
 - Members of protected classes.
 - Stakeholders groups.
 - Communities of color.
 - Those most impacted by potential systematic discrimination.
- The City of Austin shall recognize 15 protected classes thus protecting and reducing discrimination based on an individuals: race, color, religion, sex, disability, creed, student status, familial status, national origin, marital status, sexual orientation, gender identity, age, source of income and veterans status.

4.3.2 Internal Stakeholders

- The Civil Rights Executive must establish annual reporting requirements.
- Reporting Requirements must be made available for:
 - City Executives
 - Department Directors
 - City Employees
- Reporting requirements shall consist of performance-based outcomes related to prevention and reduction of discrimination.
- Reporting requirements will consist of internal reviews of policies that potentially have a disparate impact on protected classes.
- City employees may access the proactive services within the Civil Rights Entity to include but not limited to: training, resources, referrals, conflict resolution.
- The Civil Rights Entity may partner with Departments on initiatives that impact communities of color.

¹¹ Stricter enforcement includes the ability to amend non-discriminatory ordinances, policies and/or practices to provide the “teeth” necessary to achieve compliance.

- The Civil Rights Director shall work with the Human Resources Director to review how employee complaints of discrimination are made within the City enterprise and shall provide the City manager with recommendations about the same within a reasonable time.

4.3.3 External Community Stakeholders

- The Civil Rights Entity must:
 - Maintain avenues for public transparency.
 - Establish reporting requirements for the public within 1 year.
- The Civil Rights Entity must establish working community relationships and build trust by:
 - Creating a robust outreach and engagement program that focuses on education and empowerment.
 - Host community conversations around issues that impact communities of color and protected classes.
 - Host solution-based discussions with Civil Rights organizations regarding controversial issues that have a potential disparate impact a large group of protected classes.
 - Develop and provide educational opportunities such as: Know your Rights, conflict resolution, cultural biases, workplace development, reentry, and certification trainings to name a few.
 - Establishing an advocacy approach through the use of an Ombudsman during the intake process.

Appendix 1-Feasibility Study

Feasibility Study

CIVIL RIGHTS ENTITY



CONDUCTED BY:

Candice Cooper, Project Manager

October 2019 – April 2020

Feasibility Study

OVERVIEW



OBJECTIVES

- Research and evaluate the potential structure and/or feasibility for a Civil Rights Entity.
- Develop marketing and public outreach initiatives for the City's non-discrimination ordinances.
- Present findings to City Executives and Council.

STRATEGY

Conduct a feasibility study to assess the practicality of creating a Civil Rights Entity. A component of the study will include a Request For Proposal (RFP) to develop and conduct outreach, education and marketing of the City's non-discrimination ordinances.

FEASIBILITY TIMELINE AND MILESTONES

October 2019–April 2020





BENCHMARK CITIES

PRELIMINARY ANALYSIS

A comprehensive review of benchmark Cities was conducted October–December 2019.

OVERALL STRUCTURE

- Minneapolis, MN

BEST PRACTICE MODELS

- Intake Office: Washington, DC
- Proactive Community Services: 1–New York City Commission on Human Rights (Reentry) and dedicated office for conflict Resolution , 2–Atlanta Human Rights Commission (Public Conferences) , 3–Proactive Services offered by the City of Baltimore

SOCIAL JUSTICE INITIATIVE

- Seattle, Washington

PEER CITIES REVIEW

- Fairfax County
- Houston, Texas
- San Antonio, Texas
- Fort Worth, Texas
- Texas Workforce Commission
- Texas Department of Transportation
- Boston
- Louisville
- Alexandria, VA
- King County
- Portland, OR
- Montgomery County, MD

ADDITIONAL DOCUMENTS AND RESEARCH

- GARE Report–environmental scan
- Copy of Typologies Sheet (GARE Report)
- Texas Workforce Commission Annual Report 2018
- Minneapolis Department of Civil Rights, Community Report 2018
- AFSCME Benchmark Study released on Feb. 8, 2019 by Jane Billinger, Labor Economist
- Annual Reports from various Entities within the list of Benchmark Cities
- Interviews with Industry subject matter experts conducted October 2019 –January 2020



COA INTERNAL REVIEW

PRELIMINARY ANALYSIS

A comprehensive internal review was conducted
October –December 2019.

PROGRAMS & AREAS OF ENFORCEMENT

- Title VII Civil Rights Act 1964
- Title VII Civil Rights Act 1968
- Americans w/Disabilities Act, 1990
- Age Discrimination in Employment Act, 1967
- Equal Pay Act 1963
- Earned Sick Leave
- Employment Discrimination
- Public Accommodations
- HIV/AIDS
- City Contractors Discrimination
- Federal Financial Assistance
- Rest Break
- Gender Neutral Bathrooms
- Veteran Affairs, Immigration, Right to Return, Disabilities, Quality of Life

INTERVIEWS & OBSERVATIONS

- EEOC & FH Office Staff
- Law Department
- Equity Office
- Human Rights Commission
- Council Documents: resolutions, etc..
- Public Information Staff
- Austin Code Department
- City Managers Office
- Human Resources Department
- Financial Manager
- Customers of EEOC & FH Office
- Neighborhood Housing & Community Development, Return to Return program

ADDITIONAL DOCUMENTS AND RESEARCH

- Organizational Charts
- Human Rights Commission By-Laws
- Internet and Intranet scan of COA Departments
- EEOC & FH Revenue, Monthly Reports, Goals & Performance Measures
- HUD Audit findings, Annual Report and Revenue
- COA Contracts with State & Federal Partners
- Title VII Audit
- EEOC & FH Office SWOT analysis
- Overview of current authorities and programs within the COA that is aimed toward preventing discrimination



STAKEHOLDERS

FEASIBILITY STUDY | CIVIL RIGHTS ENTITY

^E DECISION MAKERS

Mayor & Council
City Managers Office

PROJECT TEAMS

Budget Office
Legal Department
Equal Employment Fair Housing
Office
Human Resources
Immigration Affairs
Veteran Affairs

American Federation of State, County and Municipal
Employees (AFSCME) Local 1624
National Association for the Advancement of Colored
People (NAACP) Austin Chapter
League of United Latin American Citizens (LULAC) Austin
Austin Latina/o Lesbian and Gay Organization (allgo)
Asian Family Support Services of Austin
American Civil Liberties Union (ACLU) of Texas
Texas Association Against Sexual Abuse

INFLUENCERS

Boards and Commissions
Employee Affinity Groups
Civil Rights Organizations
Community Advocacy Groups

CUSTOMERS

Chambers of Commerce
Individuals with Active/Closed cases
Texas Workforce Commission

CITY OF AUSTIN • 2019



INCOME STATEMENT

FEASIBILITY STUDY | CIVIL RIGHTS ENTITY

During this process, staff reviewed and analyzed potential sources of funding.

FINANCIAL NOTES & DOCUMENTS REVIEWED

- Equal Employment and Fair Housing Office Budget is approx. \$804k. The budget includes revenue from EEO and HUD grants.
- The 2020 Grant amount for HUD has not been awarded yet.
- The HUD grant is expected to be awarded in August, 2020.
- The 2019 Grant amount for HUD was \$203,200.
- The 2018 Grant amount for HUD was \$190,500.
- The 2020 Grant amount for EEO has not been awarded yet.
- The EEO grant is expected to be awarded in August, 2020.
- The 2019 Grant amount for EEO was \$101,080.
- The 2018 Grant amount for EEO was \$251,200

Civil Right
Thru Dec 2019
NAME 8010
Salaries/Fringes 5001 Regular Wages 391,065.00
69,715.22
5006 Temp Employees 0.00 21,232.26
5020 Vacation pay 0.00 7,097.33
5021 Holiday pay 0.00 3,888.72
5023 Sick pay 0.00 6,059.57
5026 Stability 2,500.00 2,500.00
5032 Personal hol 502.30
5035 Admin leave 350.25
5133 Phone Allowance 1,140.00 307.02
5185 Insurance 73,800.00 13,530.00
5186 Insurance Temorary Employees 1,992.78
5190 FICA 24,472.00 6,871.92
5191 Medicare 5,724.00 1,607.14
5196 Retirement 70,392.00 15,552.99
Contractuals 5860 services other 37,373.00
6121 Office Rent 153,756.00 48,919.96
6124 Copier Rentals 0.00
6125 Rent-Vehicle 200.00
6160 Electricity 6,600.00 2,373.64
6361 Rewards 0.00
6383 Maint-Bldg 0.00
6404 Tele-Base 1,560.00
6415 Postage 200.00
6416 Priority Mail 75.00
6450 Ads 464.00 7,941.74
6452 Printing 700.00
6531 Seminars 900.00
6532 Travel-Ed 0.00
6551 Mileage 610.00
6558 Professional registration 190.00
6632 Memberships 0.00
6820 Grant cost-support of other 0.00 149,251.71
Commodities/Other 7454 Educational/promotional
30,500.00
7478 Clothing 0.00 29.99
7482 Food/ICE 200.00
7486 Books-library 125.00
7500 Office Supplies 206.00 728.50
7580 Software 1.00
7600 Eqpt 0.00
8502 Interdepartmental reimbursements 0.00
(14,334.97)
802,753.00 346,118.07



FEASIBILITY STUDY | CIVIL RIGHTS ENTITY

COMMUNITY ENGAGEMENT & DATA COLLECTION

- Utilize data collected from preliminary analysis to make recommendations
- Create Community Engagement plan with buy-in from key stakeholders
- Meet with stakeholders throughout process

ORGANIZATION & STRUCTURE

- Reassign existing personnel
- Community Engagement & Outreach
- Education & Training
- Intake & Conflict Resolution
- Investigation
- Enforcement
- Minimum of 21 FTEs to fulfill functions
- Executive Level lead
- Phase-in Additional personnel & resources
- Current Customer Experience was observed
- Must be formulated fully after report finalized

OPENING DAY & BALANCE SHEET

- Utilize existing budgets to create a budget for the Civil Rights Entity
- Must be formulated fully after the report is finalized
- Create an internal group to assess opening day cost based on Leadership's Direction

REVIEW & ANALYZE ALL DATA

- Completed March 2020
- Included a review of all data collected within the preliminary assessment

FINAL REPORT

- Final draft completed June 2020

APPENDIX 2—Communication and Awareness Services

The full contract for Communication and Awareness services contains 47 pages. Enclosed below are the first two pages of the document.

**CONTRACT BETWEEN THE CITY OF AUSTIN ("City")
and
CARSON BARKER DBA APPSPIRE.ME LLC ("Contractor")
for
COMMUNICATION SERVICES FOR NON-DISCRIMINATORY ORDINANCES
CONTRACT NUMBER: 5800 NA200000134**

The City accepts the Contractor's Offer for the above requirement and enters into the following Contract. This Contract is between Carson Barker dba APPSPIRE.ME LLC having offices at Austin, Texas 78704 and the City, a home-rule municipality incorporated by the State of Texas. Capitalized terms used but not defined herein have the meanings given in the Solicitation.

1.1 This Contract is composed of the following documents in order of precedence:

- 1.1.1 This Document
- 1.1.2 Negotiated Documents dated March 8, 2020, attached as Exhibit B hereto.
- 1.1.3 The City's Solicitation Request for Proposals (RFP) 5800 CRR3009 including all documents incorporated by reference
- 1.1.4 Contractor's Offer, dated February 10, 2020, incorporated herein and attached as Exhibit A hereto.

1.2 Compensation.

The Contractor shall be paid a total Not-to-Exceed amount of \$110,000 for the initial Contract term and \$55,000 for the extension option as indicated in the Offer.

Unless otherwise specified, prices are firm and fixed for the first twelve (12) months. Thereafter, pricing is subject to the Economic Price Adjustment provisions of this Contract.

1.3 Term of Contract.

This Contract shall become effective September 1, 2020 and shall remain in effect for an initial term of 24 months.

This Contract may be extended beyond the initial term for up to one additional 12-month periods at the City's sole option. If the City exercises any extension option, all terms, conditions, and provisions of this Contract shall remain in effect for that extension period, subject only to any economic price adjustment otherwise allowed under this Contract (reference Section 0400, 4. Term of Contract).

- 1.4 Designation of Key Personnel.** The City and the Contractor resolve to keep the same key personnel assigned to this engagement throughout its term. In the event that it becomes necessary for the Contractor to replace any key personnel, the replacement will be an individual having equivalent experience and competence in executing projects such as the one described herein. Additionally, the Contractor shall promptly notify the City and obtain approval for the replacement. Such approval shall not be unreasonably withheld. The Contractor's and City's key personnel are identified as follows:

	Name	Phone Number	Email Address
Contractor Contract Manager	Carson Barker	(512) 657-2553	carson@appspire.me
City Contract Manager	Candice Cooper	(512) 974-3621	Candice.cooper@austintexas.gov

City Contract Administrator, Procurement Specialist	<u>Claudia Rodriguez</u>	<u>(512) 974-2959</u>	<u>ClaudiaR.Rodriguez@austintexas.gov</u>
--	--------------------------	-----------------------	---

This Contract (including any Exhibits and referenced Documents) constitutes the entire agreement of the parties regarding the subject matter of this Contract and supersedes all prior agreements and understandings, whether written or oral, relating to such subject matter. This Contract may be altered, amended, or modified only by a written instrument signed by the duly authorized representatives of both parties.

In witness whereof, the parties have caused a duly authorized representative to execute this Contract on the date set forth below.

Carson Barker dba APPSPIRE.ME LLC

Carson Barker

Printed Name of Authorized Person



Signature

Owner/Founder

Title:

05.11.2020

Date:

CITY OF AUSTIN

Claudia Rodriguez

Printed Name of Authorized Person

Digitally signed by Claudia Rodriguez
Date: 2020.05.14 16:22:21 -05'00'

Signature

Procurement Specialist IV

Title:

May 14, 2020

Date:

Exhibit A: APPSPIRE.Me Proposal dated
February 10, 2020

Exhibit B: Negotiated Documents dated
March 8, 2020



Civil Rights Office

Stakeholder Engagement Plan January-April 2020

Purpose

On June 28, 2018, Austin City Council passed Resolution No. 20180628-062, which called for the review of possible structures for civil rights enforcement. In response, City Staff, consulted with the Government Alliance on Race and Equity (GARE) to conduct a nation-wide study to document how jurisdictions across the country are structured to accomplish civil rights enforcement. The study offered staff the opportunity to create a National Best Practices framework based on structure, accountability, and authority for an independent stand-alone Civil Rights Office.

This plan includes a robust stakeholder engagement process that involves City Council, City staff, and community members to develop a model for civil rights enforcement that reflects the values and priorities of Strategic Direction 2023. This civil rights engagement process will consider our current civil rights related initiatives and inventory of the varying Civil Rights Office structures, levels of authority, and accountability mechanisms provided by the report in order to best determine what office structure works ideally for the City of Austin.

Success in protecting civil rights depends largely upon clarity and perception of purpose and vision, staff ability to leverage relationships, proximity to various positions of power, and resources that reflect racial equity as a priority.

Goals | Objectives | Strategies

Goal #1: **Inform** the stakeholders that the City of Austin is obtaining feedback on how might we develop an independent stand-alone office for civil rights education and enforcement that reflects the values and priorities of Strategic Direction 2023.

Major objective: Utilize a multifaceted communication approach to meet each stakeholder where they are.

Strategies: Present at City Council work session, 1:1 meetings and interviews with key stakeholder groups, Conduct Workshops, Develop Collateral Material (fact-sheets, surveys), Online Forum, and Presentations available upon request.

Goal #2: **Educate** the stakeholders about the National Best Practices Framework for an Independent Stand-alone Office and current civil rights related initiatives.

Major objective: Use plain language and/or visual that incorporates the framework for stakeholders to easily understand.

Strategies: Create a fact sheet, poster and/or digital visual aid.

Goal #3: **Obtain** stakeholder input on how might we develop an independent stand-alone office for civil rights education and enforcement that reflects the values and priorities of Strategic Direction 2023.

Major objective: Utilize an assessable process/tool to collect, review and evaluate stakeholder feedback.

Strategies: Present at City Council work session, 1:1 meetings and interviews with key stakeholder groups, Conduct Workshops, Develop Collateral Material (fact-sheets, surveys), Online Forum, and Presentations available upon request.

Key Message(s)

- (1) Title 4 and 5 of the Austin City Charter include chapters that provide specific civil rights protections for residents.
- (2) These protections, in addition to other non-discriminatory ordinances, have a city-wide impact.
- (3) Per City Council Resolution, City staff is seeking **input** on how we might develop an independent stand-alone office for civil rights education and enforcement that reflects the values and priorities of Strategic Direction 2023.
 - (a) Input should be based on the structure, authority and accountability of the Office, utilizing National Best Practices as a framework.
 - (b) Input should contain recommendations that seeks to:
 - a. Provide proactive education, outreach and engagement opportunities;
 - b. Facilitate strategic enforcement of non-discriminatory ordinances with a commitment to race and social justice;
 - c. Increase economic opportunity; and
 - d. Protect the health and safety of Austin residents.

Stakeholders

Stakeholders will consist of four distinctive groups: decision makers, project teams, influencers and customers. Each group will be given a priority level based on level of authority, frequency of communication and type of engagement participation.

The table below depicts an overview of the stakeholders by group.

Stakeholders	Priority	Communication Strategies and Tactics	Expected Outcome
Decision Maker(s)	1	<ul style="list-style-type: none"> Schedule 1:1 Meetings Present Proposed Plan <ul style="list-style-type: none"> Feasibility plan, National Best Practices/Benchmark Cities, Stakeholder Engagement Process Provide Updates 	<ul style="list-style-type: none"> Gain feedback on plan Clarify and set expectations Seek buy-in Discuss Expected Timeline for Final Report
Project Team	2	<ul style="list-style-type: none"> Workshop: Project Kick-Off Online Portal Bi-Weekly Progress Meetings Check-in as needed 	<ul style="list-style-type: none"> Fully understand their role & expectations of Leadership Expertise in their field Assist in developing the structure Ability to execute/Implement final structure
Influencers	3	<ul style="list-style-type: none"> Website 	<ul style="list-style-type: none"> Educate and Bring Awareness
Customers	3	<ul style="list-style-type: none"> Survey Briefings upon request 	<ul style="list-style-type: none"> Collect and Compile Information

1. The red, priority 1, Decision Makers stakeholder group includes the Mayor, City Council Members and City Manager's Office. These individuals will ultimately be responsible for approving the structure, authority and accountability for the independent, stand-alone Civil Rights Office.
2. The blue, priority 2, Project Team group includes internal City staff and key external subject matter experts. Their role is critical in ensuring the most optimal establishment of the office. This group is tasked with setting-up the overall structure and implementation of the office.
3. The green, priority 3, Influencer group consist of: City Boards and Commissions, Employee Affinity groups, Civil Rights Organizations and Community Advocacy groups. Input received from this group will be included in the final report sent to Council.
4. The green, priority 3, Customer group consist of: Chambers of Commerce, individuals with active/closed civil rights cases and the Texas Workforce Commission. Input received from this group will be included in the final report sent to Council.

Stakeholder Commitment

Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its community members and where the necessities of life are affordable and accessible to all ([Imagine Austin Vision](#)). Because Austin's greatest asset is its people: we are committed to improving the quality of life of Austin's whole community.

In keeping with the vision of Imagine Austin and the Strategic Outcomes of [Austin Strategic Direction 2023](#), the City of Austin (COA) is committed to [Title 4](#) and [Title 5](#) of City Code, which provide specific civil rights protections for Austin residents and encourages proactive public education and enforcement of non-discriminatory ordinances, also known as laws, throughout the City.

These ordinances/laws have a city-wide impact on residents, businesses and visitors alike as they seek to increase economic opportunity, prevent and reduce discrimination, protect the health and safety of Austin residents.

By virtue of this stakeholder engagement plan, the City of Austin is committed to creating a standalone-Independent Civil Rights Office based on National Best Practices and input received from each and every stakeholder group. Together, we strive to create a complete community where every Austinite has amazing experiences and a sense of belonging at every stage of life.

Timetable

January 2020**Decision Makers: Mayor and City Council**

- Present National Best Practices, Stakeholder Plan Overview and Project timeline at Council Work Session
- Offer 1:1 meetings and/or workshop to gain specific feedback
- Provide updates and gain additional feedback as needed

January 2020**Marketing and Outreach of COA non-discriminatory ordinances**

- Finalize RFP and solicit for contractor

January-February 2020**Project Team: Internal and External**

- Send email communication to COA Department Directors to request a designee on the project team
 - Designees must have decision making authority and access to the necessary information to create the structure for a stand-alone independent Office.
- Send email communication to External members of the Project Team.
- Coordinate initial meetings/workshop with Project Team.
- Develop action plan and meet as needed to check progress.

January-February 2020**Influencers: Boards and Commissions, Employee Affinity Groups, Civil Rights Organizations, Community Advocacy Groups**

- Webpage
 - Includes informational material. (Speak Up Austin)
- Create survey to send to influencers.
- Provide opportunities for face-to-face dialogue.
- Make presentations before large groups upon request.

January-February 2020**Customers: Chambers of Commerce, Individuals with Active/Closed cases within the EEFHO, Texas Workforce Commission**

- Webpage
 - Includes informational material. (Speak Up Austin)
- Create survey to send to influencers.
- Provide opportunities for face-to-face dialogue.
- Make presentations before large groups upon request.

March 2020**Collect and Compile all stakeholder feedback**

- Share results of stakeholder feedback to project team and key stakeholders.
- Incorporate stakeholder feedback into potential structure for standalone Independent Civil Rights Office.
- Draft report that includes Council recommendations for standalone Independent Civil Rights Office.

April 2020:

Present Final Report to all stakeholder groups via memo to City Council

Appendix 4—Budget and Staffing

The Budget and Staffing information contained here was extracted directly from pages 17-21 of the environmental scan, i.e. GARE report.

Budget & Staffing

Budget and staffing were also of interest. The following data was pulled from jurisdiction websites, Annual Reports, and Budget Reports. In some instances, staffing capacity and enforcement data were not readily or publicly available; in other cases, civil rights enforcement work budgets were not disaggregated from umbrella department budgets and were, therefore, not included in this chart.

Table 3. Budget and staffing in the national environmental scan

Jurisdiction	Budget	Staff	Cases
Albuquerque NM Population: 558,545	Office of Equity & Inclusion and Civil Rights Unit located within Legal Department. Legal Department Budget: \$6.2 million 2019	Unknown	2017 rates of cases: # ADA cases closed: 75 # Employment cases closed: 30 # Housing cases: 50 #Other cases closed:200 Referral (passed to more appropriate agency after intake): 100 # of mediations/facilitations: 105
Baltimore, MD Population: 611,648	Community Relations Commission: 2018 Budget 1.89 million Discrimination complaint investigations is 50.8% of that budget		
Kansas City, MO	Human Relations budget FY19-2020: \$2.5 million 27.5 FTE	FTE: 27.5 FTE	Within Human Resources Department (separate from Human Relations Department):

Population: 488,943	for entire department		Labor and Employee Relations: Budget for LER: \$979,613 FTE: 11 EEO complaints received: 120 Grievances/appeals: 71
Madison, WI Population: 255,214	2019 Adopted: Civil Rights 1,855,926	FTE 2018: 18	
Minneapolis, MN Population: 422,331	Civil Rights FY 2018: 4,866,000 FY 2016-2017: \$3.63 million (overall CR budget); 23 staff across all divisions. Complaints Investigation Division recommended budget 2016: ~\$600,000. Employment Equity: \$630,000 Race & Equity within City Coordinator's Office 2018:	2018: 30 FTE within Civil Rights Department	Commentary on investigator-population ratio: Seattle labor standards investigator: ratio is approximately 1 to 60,400 (12 investigators for a population of 724,745 in July 2017). That same calculation for Minneapolis is approximately 1 to 211,200 (2 investigators for a population of 422,331 in July 2017)

	General Fund: \$486,000 Other Funds: \$950,000		
Multnomah County, OR Population: 748031	2019: \$500,000 to implement the employee-driven Workforce Equity Strategic Plan and an organizational consultant's recommendations on the county's training, policies and employment practices.	FTE: 6	
New York City, NY Population: 8.623 million	\$14.7 million 2018	130-150 staff (includes Bureau based Community Service Center staff)	Complaints filed 2017: 747 Determinations & Resolutions: 609 Most frequent: Employment & Housing
Philadelphia, PA Population:	2019: \$2,202,336	FTE: 32 (2017)	CHR receives \$700 for each dual-filed discrimination case it investigates and closes under contract with EEOC as a Fair Employment Practices Agency (FEPA). In FY17, the PCHR received \$139,000 from the EEOC.

1.58 million			In FY18 the PCHR anticipates closing 159 FEPA cases generating \$125,000 from its case closings.
San Francisco, CA Population: 884,363	2017-2018 Adopted Budget: 3,187,554	FTE: 17 (per 2017 Annual Report)	2017 637 unique public inquiries 230 intakes conducted 65 complaints filed 20 formal mediations
St Paul, MN Population: 306,621	2018-2019 Budget of Office: \$4.73 Million (24.7% is budget for River Print press division)	FTE: 31.00 1 director 11 Contract Compliance 7 Human Rights 3 River Print 9 Contract Analysis In order to better serve all Saint Paul residents, the 2019 budget includes the addition of one employee to	2018: Human Rights investigators opened 79 new cases and collected \$34,000 in settlements for individuals filing complaints. The majority (63%) of cases were related to allegations of employment discrimination. Hundreds of inquiries about the Earned Sick and Safe Time ordinance, 37 formal complaints were received. Case load by intake year has declined from a high of 121 cases per year in 2008 to 51 cases in 2016. Average time between the assignment of the case and final disposition has increased from a low of 100 days in 2007 to over 350 days in 2016. The findings indicate that 70% of cases from 2005-2017 had No Probable Cause as the finding. 10% of cases included a Probable Cause disposition, 7% were resolved through a Pre-Settlement Disposition Agreement, and about 10% were withdrawn, transferred, or administrative closure.
Washington D.C Population: 693,971	Office of Human Rights 2019 \$5,566,569	coordinate Multilingual Engagement and Communication (MEC) and compliance with the American with Disabilities Act (ADA). 45 FTEs	The Police Civilian Internal Affairs Review Commission (PCIARC) was moved to HREEO in 2017. The commission reviewed 29 cases including 54 officers and 63 total allegations. FY2018: Inquiries rcvd-1483, intakes conducted-563

Appendix 5- Stakeholder Notes



CITY OF AUSTIN
CIVIL RIGHTS

The City of Austin is currently seeking community input to better educate and enforce Civil Rights Ordinances/Laws within the Austin Community. You can provide input by attending an upcoming workshop or by completing a survey.

JOIN US FOR A COMMUNITY WORKSHOP

Arrive promptly at 6:30 pm


Weds, Feb. 19 – Asian American Resource Center, 8401 Cameron Rd,
Thurs, Feb. 27 – North Austin YMCA, 1000 W Rundberg Ln,
Weds, March 4 – Ruiz Branch – Austin Public Library, 1600 Grove Blvd,
Fri, March 6 – Turner Roberts Rec Center, 7201 Colony Loop Dr,
Weds, March 11 – Carver Library, 1161 Angelina St.

To request interpretation services contact Austin 3-1-1

**PROVIDE YOUR INPUT ONLINE AT
SPEAKUPAUSTIN.ORG/CIVILRIGHTS**



For More Information:
CivilRights@austintexas.gov
512-974-3252



CIUDAD DE AUSTIN
DERECHOS CIVILES

La Ciudad de Austin actualmente desea obtener la opinión de la comunidad para educar y hacer valer mejor las Ordenanzas/Leyes de los Derechos Civiles de la Comunidad de Austin. Usted puede dar su opinión asistiendo a un próximo taller o completando una encuesta.


PARTICIPE EN UN TALLER DE LA COMUNIDAD

Llegue puntualmente a las 6:30 p.m.

Miércoles 19 de febrero – Asian American Resource Center, 8401 Cameron Rd,
Jueves 27 de febrero – North Austin YMCA, 1000 W Rundberg Ln,
Miércoles 4 de marzo – Ruiz Branch – Austin Public Library, 1600 Grove Blvd,
Viernes 6 de marzo – Turner Roberts Rec Center, 7201 Colony Loop Dr,
Miércoles 11 de marzo – Carver Library, 1161 Angelina St.

Para solicitar servicios de interpretación, comuníquese a Austin 3-1-1

**APORTE SU OPINIÓN POR INTERNET EN
SPEAKUPAUSTIN.ORG/CIVILRIGHTS**



Obtenga más información en:
CivilRights@austintexas.gov
512-974-3252

Spanish

Section 1. Public Workshops

February 19 – Asian American Resource Center

Community Outreach

- Many City employees do not know that there is a City EEOC office
- Proactive engagement needs to occur
- The City is not accessibility
- Email
- Knock on doors, Foot traffic
- Churches
- HEB, grocery stores
- Designated Outreach person in charge of dedicated outreach
- Ask people that utilize the service, how they found the office
- The community is scared
- Community meetings
- Increase Web presence, promote on City Website and with other Departments
- Austin Energy, Light bill advertising or door to door hangers with other Departments
- The black community has been left out
- Literature: Brochures/Documents/guidelines on the process in different languages

Training

- Trainings on how to get a trade
- Respectful workplace training

- Online Training
- Situational Training
- Webinar
- Accessible Training
- Partner with community leaders to lead training
- Provide a training video online that discusses the intake process
- Time sensitive material

Resources/Referrals

- Grant Program and opportunities for grants

Intake

- A fear or barrier may exist with people coming to the office
- Satellite offices where people are comfortable
- People don't want to come downtown
- Modernize or make the intake process easier
- Assign a person to assist with the intake
- The charge must be signed and notarized

Investigation

- Translation Services
- City employees that believe that they are being discriminated, retaliated or sexual harassment against should be able to utilize the office
- Non Bias third party investigations of City of Austin Staff should be heard by a third party and the findings should be shared with the Civil Rights Director and City Manager
- Keep City employees investigations cleaner

Enforcement

- The community and City employees want to see Results

General Feedback

- Move out of HRD
- Responsible to the City Manager

February 27 – North Austin YMCA

Community Outreach

- Mailings
- Radio advertising
- Get Faith-Based Community involves
- Networking, building relationships
- Provide face-to-face connectivity
- Create partnerships
- Personal Relationships
- Health/Community Care Clinics
- Information Booth at Grocery Stores
- Make it Simple, Have residents call Austin 3-1-1 to get services or information

Training

- Work with Chambers to educate them on the ordinances
- Create partnerships

Resources/Referrals

- Provide names and numbers of organizations that can assist
- Focus on what are the major Civil Rights issues and provide resources to address them
- Data Driven approach
- Utilize Austin 3-1-1

Intake

- One-on-one, make it personal
- Focus on Customer Service
- Improve Customer Experience
- Focus on the underserved without a voice
- Ensure that all people are being treated the same regardless of the race
- Meet people where they are

Investigation

- Review internal policies and procedures that have a disparate impact on protected classes
 - Rape kits example (how is the City processes being reviewed to prevent negative impacts on protected classes, does someone review city processes?)
- The current Staff In the EEFHO team is wearing too many hats
- Must have staff and funding

Enforcement

- N/A

General Feedback

- If it's too much information, people shut down
- White males are being treated better than others
- Equity Assessment tool should be used for this office
- Additional staff is needed
 - Mediator, marketing, admin. Specialist, community engagement, investigator,

March 4 – Ruiz Public Library

Community Outreach

- Staffing needs to be made for the Civil Rights Office
- Specific staff person(s) for Community Outreach
- Teams needs to be created based on the quantity of people utilizing the offices
- Staff must be Active in the community
- seek out community events already happening
- Create opportunities for the public
- Communications should be well promoted through varies medias and platforms to mailing, websites, social media
- Canvassing communities and neighborhoods (Community Organizers)
- Have an Open House to reintroduce the office
- Utilize New Employee Orientation to inform COA staff about office
- Establish a brand for the new office

Training

- At least one staff person for training if not more
- This needs to be separate from Intake and Outreach
- Know your rights
- Cultural Biases

Resources/Referrals

- At least one staff person for Resources/referrals
- Could be Combined with Intake

Intake

- Intake process should be its on Unit
- Intake personnel should direct the person to where they need to go for example refer them for resources, training, mediation, or community outreach
- People want to know that the process is fair and that there is proper oversight over Discrimination and sexual harassment occurring in the workplace

Investigation

- The Civil Rights entity should investigate Discrimination, Harassment, Retaliation of City Staff
- City staff should be able to report violations to the Civil Rights entity
- There should be a process for City employees to resolve Discrimination, Harassment, and Retaliation without having to file a complaint with EEOC.
- There should be a process available for staff to resolve workplace complaints and issues.

Enforcement

- Bad actors/those that violate policy should held accountable
- Consequences need to occur for supervisors and managers that misuse or apply the policy inconsistently
- Create a Quality Review team to review inconsistent procedures and enforce internal policy violations

Authority

- The Office needs to have the Proper authority to ensure complaints are anonymous
- Must have the authority to protect complainants and ensure confidentiality

General Feedback on Structure

- Independent structure away from the City of Austin

- Report Directly to City Manager
- Create a Safe place, feel supported
- Contract workers outside the City to help with City employee investigations and workplace conflicts
- Should answer to the City Manager
- Structure should be available for City Employees
- City of Austin Employees don't feel like they are being given a fair opportunity within HRD
- Inadequate Staffing is an issue with Fair Chance Hiring
- The system should be proactive
- The staff will need to expand
- Allow the Quantity of Customers that frequent the office to dictate how many staff
- City Staff attended that was recently discharged, the commission unanimously overturned the decision. The individual experienced retaliation for at least 2 years.
- Trust is Important
- Civil Rights Office should not be within HRD
- Policy should be in place to prevent retaliations
- Protocol to ensure every step is taking to prevent City employees from being harassed, discriminated against, retaliated against
- Should have enough authority to protect complainants
- Complainants don't feel protected
- Quality Review personnel to look at a systemic issues
- Human Rights commission roles need to be reviewed and expanded
- The authority of the Human Rights commission is currently limited
- Third party with autonomy should take concerns of city staff. This will help the City staff is earn trust.
- Trust should be rebuilt
- There needs to be a level of consequences for violating ordinances in place
- Request to meet with supervisors are being denied when employees go to them to discuss issues
- City Protocols should be reviewed that have an adverse or negative impact on protected classes
- Supervisors and managers need to be held accountable for bad behavior
- Employees currently view the Department HR staff as allies with Corporate HRD and Managers
- The buck stops with the City Manager
- There is a fear of retaliation

March 6 – Turner Roberts Recreation Center

Community Engagement and Outreach

- Outreach and Engagement comes first
- Qualified staff to help with community outreach
- The COA of Austin sucks at Community Outreach
- There should be boots on the ground
- Community's in East Austin feel disenfranchised
- There needs to be more communication about the results of the program, Be transparent
- Staff should be introduced to community
- Senior person with staff solely for outreach
- Diversify your outreach
- The City of Austin is not reaching a lot of people
- Use Social Media and grassroots face to face efforts
- Timing of events has a lot to do with attendance
- Trust is built by getting to know people face-to-face
- Door knocking still works
- Flyer distribution doesn't work
- People are not getting to the root of what's going on with the people
- Organizations must be involved
- Community Organizations Must be involved
- The city needs to work with the schools
- People didn't know about the meeting and are not always on social media
- Email or phone calls should be made
- Civil rights is a very important issue
- Chain of information should be structured and the process will communicated to the community
- Go to where the people are...Churches, Sports events, etc...
- Embrace the community
- Ask the community what they need and follow through
- Use people that the community trust
- Every community needs something different
- We have to listen to the community and return with wat they need
- Establish relationships
- People feel disrespected when you come to communities
- Use a calendar of trainings
- Your language and attitude must reflect the neighborhood that you go into
- Feed people (literally) and you build trust

Training

- People learn in different ways
- Training should happen with consultants and contractors with the skillset
- Call trainings terms that resonate with people (chats, conversations, town hall)
- Don't call it Training
 - Civil Rights Awareness
 - Chats

- Education
- Information
- Inform and educate don't train. Dogs are trained.
- One size doesn't fit all
- Ask community what type of education they need
- Go to community organizations and ask them what types of education they need
- Must be flexible and responsive to the community
- Have organizations coming in to educate and provide resources
- Must be proactive with educating the business, banking, retail community
- Do not partner with the same organizations

Resources/Referrals

- Partnerships are important
- Don't tell me where I need to go, take me there
- Be sure the community can trust the resource providers
- Don't send people around all over the place
- People give up when its too complicated
- Walk them through the process
- Offer Multiple languages
- Create partnerships
- The office personnel must be trained on what organizations are available

Intake

- Be people persons
- Be engaging
- You must be able to find out what's wrong with that person
- Knowledgeable

Investigative Program

- People typically Spend 2 hours telling their story and nothing gets done
- These guys need to be able to meet with the community and know who they are
- Must be trusted
- Investigators must be culturally trained
- Must have an advocate in the meeting with them
- Avoid bringing investigators into the office without subpoena power
- Avoid Backlog in the investigation office, don't overwhelm the staff
- Do not build an office that doesn't have the authority and the right people to investigate
- Must have regulatory powers
- Real substantive investigations
- Must know EEOC laws
- Council or City manager must give the investigators enough power to truly investigate the cases

- Seasoned investigators

Robust Enforcement Program

- Must have the authority to enforce the ordinances
- Must have teeth in ordinances
- Severe consequences for business that violate civil rights laws
 - Take away contracts, money, incentives
- Must be data-driven

- Oversee contracts to ensure there is not systemic problems
- Oversight—who is there to investigate the city
- Backed by a dedicated Attorney that is willing to take the case to court
- Attorney assigned that will litigate the case
- Charges issued should be advertised in media
- The greatest deterrent is sharing the results of cases that go to court
- Must review the systemic issues

General Feedback

- TRUST must be built
- Need qualified people
- LULAC attended and is willing to get involved
- Community people should be at the table when hiring
- People don't trust
- The community should be able to help write RFP for services
- The people hired for the positions should know how to work with people
- Will we ever see this in reality
- Austin tenants council Representative stated that they receive more than 10K housing calls annually. One people know about this office. Will it be able to handle that?
- Partner with Austin Tenants council to conduct community outreach and investigations
- Discrimination is alive and well in Austin
- Phased in approach when creating the entity
- Stakeholders must include the business community
- Budget should include Travis County, City of Austin and other public/private entities
- Staff should be evaluated and surveyed by customers
- Staff must be well-trained in disfranchised communities
- Set the standard not just follow the internal City culture
- How does the City look at discrimination in the schools?
 - Language barriers exist and there are a lot of discrimination happening in the schools
 - Can the City work with schools
 - Offer Restorative Justice as a resolution process
- The people that staff the office should look like the community

March 11 – Carver Public Library

There has to be a culture shift at the city. The city needs to fix the problem with their managers and leadership. There is systematic discrimination occurring in Austin. This office needs to focus on policies that have an adverse/disparate impact on protected classes, communities of color and City employees.

Community Outreach

- The community wants to know about the programs and ordinance
- All employees should have outreach materials
- People need to get out in the community
- The community doesn't trust the City
- Must know the people in the community and build trust with them
- Need to hold more meetings in the community about the specific topics of the ordinances they enforce
- People need to know that the ordinances
- Hire people from the community that the community trust
- Community trust community
- Use restorative methods
- Work on this together with the community
- Bring in the community leaders and let them help you get the word out
- Use the people that are in the community to assist
- Work with the faith based organization, restorative justice organizations, NAACP, PODER, AFSCME Local 1624
- Must be robust
- LuLac—you must partner with organizations
- Partnerships are Critical
- Partner with Neighborhood associations
- Robust Office
- Door to door, grassroots and face-to-face communication is preferred
- Use Social media and be creative on how to reach people
- Flyers
- Most people do not know about the programs and ordinances that the City currently has to protect minorities

Training

- The community must be educated on the laws
- Culture change in the city of Austin
- Put money behind training City staff to work with communities of color
- City of Austin employees (require managers training on how to implement non-discrimination practices and procedures)
- Collaborate with community organizations for training
- Every culture is different
- Bring the community and non-profit organizations to the table to provide training
- Outreach workers should go with community partners when engaging and providing outreach
- Include cultural diversity and sensitivity classes
- Educate business owners
- Businesses need to be monitored to ensure that their services are accessible to the public

Resources/Referrals

- Resources and referrals can be made be available through grants
- Provide a one stop shop
- Partner with organizations
- Bring blacks back to east Austin with affordable housing

Intake

- Allow past city of Austin employees file reports with the EEOC office
- Offer Several offices/sites in community available for intake
- Intake needs to happen in the community
- People person
- Multi-language
- Empathetic staff
- Educated on ordinances
- Ensure the individual clearly Understands the investigation process
- Don't read a script
- Understand EEO laws
- Knows how to investigate
- Must need to triage each complaint
- Must be knowledgeable
- Remote or online process
- Accessible for persons with disabilities
- We want city employees to have the civil rights office as an avenue for retaliation, sexual harassment and discrimination
- Must Provide mediation and conflict resolution as an alternative to or in conjunction with investigations

Investigation

- Provide monetary assistance will people impacted by housing discrimination
- Intake person must be Educated in that specific field of housing, employment, fair housing, etc...
- Investigators must be visible and active in the community
- Go to the community and meet them
- Field and onsite investigations must occur
- Well-trained and compassionate staff
- Must know and be trained on city, state and federal laws

Enforcement

- We want results
- Create the laws to give the proper authority to enforce the laws
- Amend the laws/ordinances
- Tax relief
- Add transportation to title 7
- The Transportation system is problematic and discriminating against communities of colors
- Must need a Civil Rights policy specialist at the table with leadership when policies and procedures are being written that impact communities of color
- Community driven
- Let the citizens vote on issues that impact communities of color
- The commissions need to be made up by the community
- Change policies that have a discriminatory impact
 - Provide internal review when a policy is problematic or in violation of civil rights laws
- Sounds like there is no enforcement

- The ordinances must have teeth
- Amend the ordinances
- Create new or amend old ordinances to make sure that they have teeth

General Feedback

- Individual that works for the State Office
 - Must have an employment section
 - Community services section,
 - investigators in both employment, housing and other specific ordinances/laws,
 - policy and planning team
 - Review internal and external policies and procedures,
 - Well trained intake unit,
 - compliance group, quality assurance make sure the programs are doing what they said they would do,
- Provide Housing opportunities for minorities,
- Stop displacement of African-Americans out of East Austin and Austin in general
- The current EEFHO group is understaffed
- Is the Mayor talking lip service. Is he really going to do something?
- Is the City Council real in wanting to do this? We don't believe them.
- The city has failed us
- They (the City) discriminates against blacks, Latinos and poor people
- Austin leadership needs to wake up and stop lying to us
- Poor white, blacks and Latinos are being treated wrongly and catches hell in this community
- I see more dogs than black folks in east Austin
- We are angry with how we've been treated
- All of this sounds good but is the city going to do it
- I feel like these public meetings are lip-service and nothing will come out of it.
- We are afraid that this may be a waste of time
- The Mayor and City Council has sold out the east side
- Code Next is designed to push blacks out of Austin
- Black folks are suffering the brunt of the issues
- Austin is a City of greed
- Minorities are being pushed out
- The community has no faith in the city of Austin
- Put substance behind this talk
 - Hire Staff and fund this Department
- We have abided by the 1928 agreement. The City has not!
- We are TIRED!
- Are they really serious? We don't believe that this is going to happen.
- Will Mayor and Council fund this office?
- We don't trust that this will be done
- We are frustrated and Mad.
- The community is on life support
- I am concerned about mayor and council not listening
- I am discouraged about going to City hall
- Gentrification was a set up
- I have cried for this City of Austin due to redlining
- We were displaced.

- The city must clean its own house. City leadership is the perpetrator
- Gentrification is a form of discrimination and racism
- How do you go to the slave master and think that they are going to help you?
- Oppressed people want to be made whole
- Sit down with the black community. Listen to us. Do something. Address our issues.
- District 1 does not show-up to town hall or community meetings
- Sweeny Circle (poor blacks and Hispanics) being displaced
- City employees must be held accountable
- The City leadership is the problem
- Discrimination is occurring because of the City's inability to connect with people and due to a racist transit system
- The city has displaced people
- The city leadership circumvents the system
- Spirit of east Austin died. Promises were made but not kept. What happened to the Spirit of East Austin.
- The Mayor and Council can not be trusted
- It is disheartening that City leadership cannot be trusted
- We cannot make it to work on the busses due to lack on connectivity in east Austin
- Access to Buses ave been eliminated in east Austin
- Longer wait-times for East Austin buses than other routes
- Need minorities on staff that care
- The union helped move this office forward and the City must provide an opportunity for City employees within it
- City of employees have been treated wrong
- Businesses are not following the ordinances and they are not being held accountable.
- We want city of Austin workers to reflect the community
- EEFO staff is the lowest paid but have to act as a social worker, investigator, intake, etc...They wear to many hats.
- The city Must put their money where their mouth Is. Pay workers and Build an effective department because you are losing qualified employees.
- This office must be properly funded
- This office will not work unless staff is paid
- This type of investigators hired are monumental to if the office will succeed.
- The report must include adequate funding
- I don't know how the office is going to work without funds
- If the money is not there, the office is not valued
- There is no way I can live in Austin and work as an investigator because the pay is too low
- FEPA doesn't pay enough
- The city needs to add money to the FEPA. It was never intended to support the office fully.
- FEPA offices are closing due to lack of funding from the general fund.
- The City needs to Put up or shut up! (audience applauded)
- Temporary employees working with aquatics aren't treated fairly
- City employees are being discriminated against and not being paid fairly
- City employees are being retaliated against
- City employees have Loss trust of HR and the investigative process

Section 2. Focus Groups

Community Leaders Focus Group

January 22, 2020

Representatives from the following organizations: Austin, Revitalization Authority, Austin Justice Coalition, Black Chamber of Commerce, Austin Area Urban League, City of Austin African American Resource Advisory Commission, Adisa Communications Firm, Community Organizers, Education Administrators

Feedback/Input:

- Provide outcome-based Performance measures
 - focus on how it impacts people
 - community accountability is critical.
- Focus on Healing i.e. Restorative Justice
- Offer Mediation and Conciliation Services (Conflict Resolution)
- Resources and Referral services
- Systemic issues take years of planning
- Budget: look long-term 10-20 year planning
 - Must be properly staff with qualified, community-focused staff
- Prioritize the ordinances based on protected classes
- Utilize data
- Community Accessibility is important.
- The community is not interested in creating another office just for the City to say we have one.
 - Community Leaders want to see real results
- Must reach the people where they are, not just thorough surveys,
 - Present at communities such as Colony Park and others within the east Austin corridor

allgo
March 10, 2020

Community Engagement and Outreach

- Focus on engagement
- Hire people the community trust
- Identify Who the gatekeepers are in each community and work with them
- Who are the emerging gatekeepers?
- I do not know of anyone at the City that currently enforces these ordinances
- It impacts the community but community doesn't know the ordinances exist
- Partnership with people, establish connections
- Lack of trust
- The ordinances being within the city creates a lack of trust
- Culture in department has to change
- Employees must be vested by community
- System must change to create trust
- Reach people most impacted/focus on protected classes

- Increase Knowledge-base of employees on how to effectively communicate and understand each community
- Takes time to build relationships, but it must happen
- Hire community members with the lived experience
- Hold yourself accountable and be transparent
- Be honest
- Focus on Customer service
- Communication needs to be clear and less jargon
 - Easy to understand that grabs people attention
- Well defined goals and visions that are reflective of the community
- How do you change culture within the City?
 - Hire people actively in the community
 - Your experience is your education
 - Job descriptions must change to include people that understand the community

Training

- Empowering
- Accessible to everyone
- The impact of facilitator is important for the process
- People don't understand
- Lead with race
- There are people that are treated unfairly...focus on cultural and equity training
- People in the community should conduct the training
- When conducting trainings:
 - Offer Food, Consider parking, Avoid traffic, Offer child care, make it easy for people to attend
- Racial equity analysis must happen. This office must use that analysis when building training opportunities.
- Trainings should be geared toward City employees:
 - Intimate issues impacting each protected class
 - Terminology and use of pronouns
- City staff must be able to speak to the issues in the each community

Resources/Referrals

- Community Partnerships are important
- Multi-language translation

Intake

- Fear keep people from coming
 - HIV AIDS status must be kept confidential and anonymous
- Be engaging
- When dealing with discrimination, the process is uncomfortable
- Community needs to be validated, heard, and have the process explained clearly
- Allow for a call in or email
- Provide Open houses for intake in the community
- Lives are unpredictable, provide more flexible options for intake
- Folks may not feel comfortable coming to the space
- LGBTQ individuals don't feel comfortable or welcome coming into City Spaces
- Must have access to space

- Rideshare or shuttle system
- Do not talk to them or at them, learn how to listen and build relationships,
- Normalize the pronoun usage
- Meet people where they are
- Get out of the office
- Do not create barriers
- They shouldn't have to come to an office
- Know what to wear, be down-to-earth
- The formalities and bureaucracy becomes an issue
- Dress Code must be relaxed and fit the community
- How do we minimize the fear so that some people will come?
 - Change Approach
 - Office environment
 - Pronoun poster
 - Décor must reflect protected classes

Investigative Program

- Non-verbal and questions during the investigation process conveys that what is being presented is biased against LGBTQ community
- There is a perception that members of the LGBTQ community are not believed when they are discriminated against
- Layout clearly the process
- Make a phone call
- Set expectations in the beginning
- People in the office need to be vested in the community
- Passion for community
- Provide Validation
- Review the facts
- Know the work and don't make assumptions
- Must have empathy
- Include justice
- Must be able to listen and not judge based on how they identify

Robust Enforcement Program

- Results orientated
- We want Justice

General Feedback

- Mission, Vision and Values of the organization must define the type of internal culture necessary to address systematic discrimination, prevent racism and the negative community perception of City Staff (lack of trust and Fear)
- Inclusive environment
- Conduct a Social justice analysis
- I worked for the City and didn't know about EEFHO
- The group was confused about what the current EEFHO did
- None of the focus group Attendees knew about the HIV AIDS ordinance even though this ordinance is important in the LGBTQ community
- Façade (smoke and mirrors) typically happens with the City. They make it appear that they are going to create something to assist disenfranchised communities of color but they fail to do so.

- They have experienced negative Comments being made by city staff toward people of the LGBTQ community
- The LGBTQ Community experiences violence and abuse (by each other, law enforcement and others)
- White Queer people and Queer people of color have different experiences
 - They are not the same
- Hire enough people in the office
- It will become a bigger problem if the resources or not made available for this office
- Must Pay people enough to do this work
 - Affordable and a livable wage
- Expand job description
 - There are certain things that you cannot train
- Gender and Racial analysis
 - Include the specificity, be strategic

Section 3. Survey

Mayor and Council Survey Results

Questions for Stakeholder Groups (Mayor/Council)

Q1. Do you support centralizing all Civil Rights education and enforcement efforts into a single entity?

Answer Choices	Responses	
Yes	66.67%	4
No	0.00%	0
Not Sure	33.33%	2

Q2. Structure: What type of Non-Discriminatory Ordinances would you believe is best enforced by a Civil Rights entity? (check all that apply) Based on National Best Practices, this question relate to the structure, authority and accountability of a Civil Rights Entity.

Answer Choices	Responses	
Employment	100.00%	2
Housing (including Right to Return)	100.00%	2
Immigration	0.00%	0
Public Accommodation	100.00%	2
Veteran	50.00%	1
Contract Compliance	50.00%	1
Fair Chance Hiring	100.00%	2
Other (please specify)	0.00%	0

Q3. Structure: What type of proactive community services should be offered by a Civil Rights entity? (check all that apply) Based on National Best Practices, this question relate to the structure, authority and accountability of a Civil Rights Entity.

Answer Choices	Responses	
Education and Outreach (i.e. host community conversations)	66.67%	2
Resources (i.e. Advocacy)	66.67%	2
Training (i.e. Know your Rights, Conflict Resolution)	100.00%	3
Mediation/Conciliation	100.00%	3
Investigation	66.67%	2
Co-Enforcement (creating partnerships with existing Civil Rights and non-profit organizations to help enforce o	66.67%	2
Other (please specify)	0.00%	0

Q4. Authority: What levels of authority would you support for Civil Rights enforcement? (check all that apply) Based on National Best Practices, this question relate to the structure, authority and accountability of a Civil Rights Entity.

Answer Choices	Responses	
Sovereign body	33.33%	1
Holds subpoena power	66.67%	2
Investigative power	66.67%	2
Serve as advisory body to Council, City Leadership and agencies	33.33%	1
Hold Public Hearings	66.67%	2
Other (please specify)	0.00%	0

Q5. Accountability: What opportunities do you believe would help foster accountability and trust within our community, specifically members of protected classes? Based on National Best Practices, this question relate to the structure, authority and accountability of a Civil Rights Entity.

Answered	0
Skipped	6

Q6. What additional feedback do you have?

Answered	1
Skipped	5

General Public Survey

Questions for General Public

Q1. What best describes your affiliation with Austin?

(check all that apply)

Answer Choices	Responses	
Resident (homeowner or renter)	83.82%	114
Business Owner	8.09%	11
Work in Austin	44.12%	60
Student	5.15%	7
Advocate	25.00%	34
City Employee or Commissioner	24.26%	33
Other (please specify)	10.29%	14

Q2. Have you ever been a witness, complainant or respondent of a discriminatory action?

Answer Choices	Responses	
Yes	53.68%	73
No	36.76%	50
I'm not sure	9.56%	13

Q3. What community services would you like the City of Austin to offer that help prevent discriminatory actions within Austin? (check all that apply)

Answer Choices	Responses	
Employment	64.66%	86
Housing	72.18%	96
Immigration	54.14%	72
Public Accommodation	49.62%	66
Veteran	41.35%	55
Contract Compliance	40.60%	54
Fair Chance Hiring	58.65%	78
Other (please specify)	27.82%	37

Q4. How might those community services be offered? (check all that apply)

Answer Choices	Responses	
Education and Outreach (i.e. host community conversations)	73.60%	92
Resources (i.e. Advocacy)	74.40%	93
Training (i.e. Know your Rights, Conflict Resolution)	73.60%	92
Mediation/Conciliation	57.60%	72
Investigation	69.60%	87
Co-Enforcement (creating partnerships with existing Civil Rights and non-	74.40%	93

Q5. Do you or an individual that you advocate for identify as a member of protected class?

Answer Choices	Responses	
Yes	61.94%	83
No	20.15%	27
I'm not sure	17.91%	24

Q6. Do you believe that your Civil Rights have ever been violated?

Answer Choices	Responses	
Yes	52.94%	72
No	30.88%	42
I'm not sure	16.18%	22

EEFHO Customer Survey

Civil Rights Office Interest Survey - EEFHO Customers

Q1. Have you ever filed a discrimination complaint within the City of Austin Equal Employment Fair Housing Office?

Answer Choices	Responses
Yes	50.00% 2
No	50.00% 2
I don't know	0.00% 0

Q2. Is your complaint currently active or closed?

Answer Choices	Responses
Active	0.00% 0
Closed	100.00% 2
Unsure of status	0.00% 0

Q3. What type of discrimination complaint did you file?

Answer Choices	Responses
Housing	100.00% 2
Employment	0.00% 0
Fair Chance Hiring	0.00% 0
Other (please specify):	0.00% 0

Q4. Was your complaint investigated?

Answer Choices	Responses
Yes	100.00% 2
No	0.00% 0
I don't know	0.00% 0

Q5. What was the outcome of your complaint?

Answer Choices	Responses
Mediation or Settlement	100.00% 2
Cause Determination	0.00% 0
No Cause Determination	0.00% 0
Other (please specify)	0

Q6. How satisfied were you with your outcome? (1: not satisfied-5: extremely satisfied)

Not Satisfied	Neither dissatisfied, nor satisfied	Extremely Satisfied	Total	Weighted Average
0.00% 0 0.00%	0 0.00%	0 100.00%	2 2	5
Answered				2
Skipped				2

Q7. If you were not satisfied, what outcome did you expect?

Answer Choices	Responses
I wanted the adverse decision related to my employ	0.00% 0
I expected an apology	100.00% 1
I expected compensation	0.00% 0
Other (please specify):	0.00% 0

Q8. How would you rate your overall experience with the following:

	1	2	3	4	5	Total	Weighted Average
Office Location	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	3	4.33
Parking	0.00% 0	0.00% 0	50.00% 1	50.00% 1	0.00% 0	2	3.5
Office Atmosphere/Environment	0.00% 0	0.00% 0	100.00% 2	0.00% 0	0.00% 0	2	3
Staff Professionalism	0.00% 0	0.00% 0	33.33% 1	0.00% 0	66.67% 2	3	4.33
Intake process	0.00% 0	0.00% 0	66.67% 2	0.00% 0	33.33% 1	3	3.67
Investigative process	0.00% 0	0.00% 0	66.67% 2	0.00% 0	33.33% 1	3	3.67
Responsiveness	33.33% 1	0.00% 0	33.33% 1	0.00% 0	33.33% 1	3	3
Answered				3			
Skipped				1			

Q9. What additional feedback do you have?

Answered	1
Skipped	3

Section 4. Sample Correspondence

Email from a City Employee received March 11, 2020:

Good Afternoon:

I wanted to be certain to communicate my hopes for the City in effort to advocate for all employees. There is a categorical imperative to separate EEOC investigations from City HR and any other City office/department.

HR hasn't done the right things, there are many examples of this. There is also an interpretation of policy that seems to inevitably favor the City. Employees who make complaints against management staff will have an outcome that is certain to be unfavorable to the complainant. Will you please include a statistic in the report that includes: 1) nominal and statistical data on employee complaints against management (versus complaint against a colleague for example). 2) What does HR do when there is high turnover in departments? As this may be evidence of work environments and management conduct that is adverse to employees? 3) Why does HR interpret policy differently than EEOC --- inevitably in favor of City interest? This should not be as HR employment investigator should have policy interpretations that are largely consistent with EEOC --- that is not the case. 4) Create a place for employees to communicate their concern without necessity of divulging their identity --- you will observe patterns that can enable policy direction. 4) Finally, I urge the City to establish an independent office/department solely for EEOC; this would directly and only report to the CM. EEOC needs independence and latitude to effectively perform its job, which means it cannot be a part of any other department or office. Eventually a class action suit will come and many current and form employees will join. Doing the right thing now just may avert this outcome.

The survey didn't allow for freeform comments but this information is important for me to communicate with you. I have been a public servant because I am public servant at heart and service is a God-given passion. But over the years I've observed and I've directly experienced policy violations by managers and supervisor, that have been disgraceful and clearly violative of policy and in some cases violative of law. But it is inevitably a capital waste of time to make any complaint to City HR. To be absolutely clear, I distinguish City HR from EE/OC, notwithstanding the current organizational construct.

Thank you for the opportunity to communicate concerns and thank you for the work you are doing, it is also a categorical imperative.

Email example received on June 5, 2020:

Hi Candace,

I just wanted to drop you a note letting you know that I am excited about the Civil Rights Office for Citizens. I attended the Town Hall meeting at the Carver Library back In March. I can't help but think this office is vital to the future of the city of Austin especially given what we are currently experiencing with the protest around police brutality and the marginalization of brown and black lives. I strongly encourage the Mayor, the City Council, and the City Manger to get this office up and running post haste. The Civil Rights Office is an important component to the strategy to eliminate the structural racism that has plagued this country since its inception.

Please keep me informed of your progress and do not hesitate to call on me for any support you may need.

Thanks,